STELLENBOSCH MUNICIPALITY

STELLENBOSCH – PNIEL – FRANSCHHOEK

"3rd GENERATION" INTEGRATED DEVELOPMENT PLAN 2012-2017

MAY 2012

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MESSAGE FROM THE EXECUTIVE MAYOR

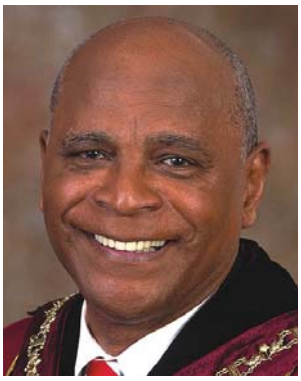
The Integrated Development Plan is the core management tool of local government. It seeks to guide the short and longer term activities and resource allocation of the municipality as a whole – its political leadership, staff, citizens, and private, public and community sector partners – towards common objectives.

Given the broad range of local government services and varied needs of municipal stakeholders, developing an IDP is no easy task. Much discussion, internal and external to the Municipality informed the document. No doubt, it will be the basis of rich debate in the years ahead.

This IDP is particularly significant in that it is the first five-year plan prepared by the new leadership of the Greater Stellenbosch area.

It is an honest document. It lays bare the challenges that we face – social and economic exclusion, services under stress, crime, and other societal ills – but also provides hope. It sets out a plan for creating a better Greater Stellenbosch, for all citizens, institutions, and enterprises.

In tabling this IDP I am looking forward to a new era in the management and development of the Municipality, a period where we will continuously improve what we do, the services we deliver, and exceed our citizens' expectations.



Conrad Sidego
Executive Mayor

MESSAGE FROM THE MUNICIPAL MANAGER

Integrated development planning is one of the most important tools introduced by South Africa's new system of local government. The aim support the delivery of services to well considered planning. The IDP process is designed to be consultative and inclusive so that the diverse needs of all parts of the community are considered. Through their IDP, municipalities can allocate their resources in a strategic manner to get the greatest benefit from their use. In drawing up the IDP, municipalities have to confront hard choices on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation.

Integrated Development Plans, however, do not only inform the municipal management; they are also supposed to guide the activities of the private sector, NGOs, corporate service providers and agencies from the other spheres of government within the municipal area.

Do IDPs really make a difference? They certainly provide this opportunity. But a plan on paper is very different from a plan in practice. After many years of IDP work, the Stellenbosch Municipality still faces many problems.

There is much to be proud of since the formation of a unitary Stellenbosch Municipality some ten years ago – bringing together previously separate administrations. Yet, in the ordinary life of our town, serious shortcomings and inequities exist – challenges which if not concertedly addressed, threaten our common and individual well-being.

The 3rd generation IDP is an attempt to start a process that will provide for a better Greater Stellenbosch area that will work for all its citizens and those that come after them.

We invite all citizens and interest groups in the Greater Stellenbosch area to throw their weight behind this initiative. As our own review of progress over the last years has shown, a better future for the Greater Stellenbosch area cannot be assured by the municipality alone. All citizens need to think about how we can make our communities and the whole of the area better. We have to work together, off the same plan.

David Beretti
Municipal Manager (Acting)

GLOSSARY OF ACRONYMS

ACRONYM	MEANING
CBO	Community Based Organisation
CITP	Comprehensive Integrated Transport Plan
CWDM	Cape Winelands District Municipality
DPLG	Department of Provincial & Local Government
DGDS	District Growth and Development Strategy
DMA	District Management Area
GGP	Gross Geographic Product
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
HR	Human Resources
IDP	Integrated Development Plan
IMATU	Independent Municipal Allied Trade Union
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LG-TAS	Local Government Turnaround Strategy
MDGs	Millenium Development Goals
MFMA	Municipal Financial Management Act
MTSF	Medium Term Strategic Framework
NGO	Non Governmental Organization
NSDP	National Spatial Development Perspective
PGWC	Provincial Government of the Western Cape
PMS	Performance Management System
SALGA	South African Local Government Association
SAMWU	South African Municipal Workers Union
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SLA	Service Level Agreement
SMME	Small Medium & Micro Enterprises
TB	Tuberculosis
WCDSP	Western Cape Draft Strategic Plan
WSDP	Water Services Development Plan

IDP AND DOCUMENT STRUCTURE

Our 3rd generation IDP takes the form of a "package" of documents and instruments, each serving a different purpose but working interdependently.

This document, entitled "Stellenbosch Municipality: 3rd Generation IDP", forms the main document. Other documents and instruments that support the main document are:

- The municipal budget.
- The Service Delivery Business Implementation Plans of the different directorates of the municipality which outlines detail programmes, projects, and associated resource allocation and performance targets.
- Various sector plans prepared to support and direct the work of different functional areas of the municipality (e.g. the Spatial Development Framework, Comprehensive Integrated Transport Plan and Water Services Development Plan).
- Ward Plans (currently under preparation).

This document is structured in ten parts.

- Part 1 introduces and situates the Stellenbosch Municipality in its larger context, and outlines the purpose of the IDP and the approach and process followed in its preparation.
- Part 2 provides an analysis of the Greater Stellenbosch area today, current trends and issues.
- Part 3 outlines the policy context for preparing IDPs.
- Part 4 summarises citizens' needs for service delivery as expressed through various engagements.
- Part 5 summarises the findings of various medium and longer term sector plans, required by law and supporting and directing the work of different functional areas of the organisation.
- Part 6 provides a reflection on our challenges – within the context of the broader municipal policy context and as expressed in surveys, by citizens, through the work on sector plans, and our daily experience.
- Part 7 outlines our overall strategy and way of work for the next five-years.
- Part 8 unpacks our strategy in terms of focus areas, objectives and activities.
- Part 9 outlines our broad financial plan and planned allocation of resources to support our strategy, focus areas, objectives and activities.
- Part 10 outlines IDP related monitoring and evaluation activities over the year ahead.

WHAT DO WE MEAN BY "STELLENBOSCH MUNICIPALITY"?

We are officially known as the Stellenbosch Municipality; it is our "legal" description.

To stress our inclusiveness – a municipality which includes a number of towns and villages and the areas between them – all with much endeared historic names, histories and local hopes and aspirations – we make every effort refer to the "Greater" Stellenbosch area or municipality. We are not responsible for only one – albeit significant town – in this larger constellation. We unequivocally share an equal commitment to all areas that make up the Greater Stellenbosch Municipality.

EXECUTIVE SUMMARY

The Municipal Systems Act requires municipalities in South Africa to prepare a strategic plan to guide all development and management within the municipal area. The plan is developed in consultation with community stakeholders, and the Provincial and National government. It is the principal planning instrument that guides and informs the municipal budget.

The IDP comprises a "package" of documents. This document, entitled "Stellenbosch Municipality: 3rd Generation IDP", forms the main document. Other documents and instruments that support the main document include the municipal budget, the Service Delivery Business Implementation Plans of the different directorates of the municipality (containing detailed programmes, projects, and associated resource allocation and performance targets), various sector plans prepared to support and direct the work of different functional areas of the municipality and Ward Plans (currently under preparation).

The IDP outlines:

- An analysis of the Greater Stellenbosch area today, current trends and issues.
- The national and regional policy context for preparing IDPs.
- Citizens' needs for service delivery as expressed through various engagements.
- The findings of various medium and longer term sector plans, required by law and supporting and directing the work of different functional areas of the organisation.
- The municipality's overall strategy and way of work for the next five-years, including focus areas, objectives and activities.
- The municipality's broad financial plan and planned allocation of resources.
- Related monitoring and evaluation activities over the year ahead.

The IDP describes the vision of where we want to be as a municipality and the Greater Stellenbosch area as: "Greater Stellenbosch: a world class university town which delivers excellent services to all its citizens". To achieve the vision, nine strategic goals have been defined. Strategic goals can be grouped into two clusters. The first cluster relates to what we call "foundation" issues; the basis for all our work without which nothing is possible. The foundation strategic goals are:

- A leader in governance, partnership, and civic participation.
- A skilled and customer focused administration.
- Sound and sustainable municipal financials.

The second cluster of strategic goals relate to the kind of services we offer to communities; the broad service delivery goals of the municipality. The service delivery goals are:

- A treasured, protected environment.
- Responsible development management.
- Opportunity for enterprise development, creativity and business development.
- Dignified living.
- Efficient infrastructure and services.
- A safe town.

The IDP unpacks the broad strategic goals into focus areas, objectives, and short and medium term milestones.

Key tenets of the municipality’s medium-term financial plan are provided, based on modest increases in service charges, as well as criteria for project prioritisation.

1. INTRODUCTION

1.1. THE STELLENBOSCH MUNICIPALITY AT A GLANCE

Stellenbosch Municipality is located in the heart of the Cape Winelands. It is situated about 50 km from Cape Town and is flanked by the N1 and N2 main routes. The municipal area covers approximately 900 km² and has a population of approximately 270 000 people. The municipality's area of jurisdiction includes the town of Stellenbosch and stretches past Jamestown to as far as Raithby in the south, to Bottelary, Koelenhof, and Klapmuts to the north, and over the Helshoogte Pass to Pniel, Kylemore, Groendal and Franschhoek in the east. Apart from formal settlement areas, the municipal area also includes a number of informal settlements.

Stellenbosch town is the second oldest town in South Africa, dating back to 1679 when an island in the Eerste River was named Stellenbosch by the then Governor of the Cape, Simon van der Stel. The first farming activities in the area were started in 1679.

Today, the area has become primarily known for its extraordinary wines and its fruit.
The towns of Stellenbosch and Franschhoek are renowned for various architectural styles such as Dutch, Georgian and Victorian, which reflect its heritage and traditions, but also divisions of the past.

The area houses excellent educational institutions, including the University of Stellenbosch and a number of prestigious schools. It has a strong business sector, varying from major South African businesses and corporations, to smaller enterprises and home industries. The tourism industry alone is responsible for the creation of about 18 000 jobs in the area. Wine farms and cellars abound, and the area is the home of the very first Wine Route in South Africa.

A variety of sport facilities is available. Coetzenburg, with its athletics and rugby stadiums, has delivered star performances over many generations. The municipal area has a number of theatres, which include the university's HB Thom Theatre, Oude Libertas Amphitheatre, renowned for its summer season of music, theatre and dance, Spier Amphitheatre, as well as Klein Libertas Theatre, Dorpstraat Theatre and Aan de Braak Theatre.

The area is known for its quality, award-winning restaurants and is a tourist haven with many boutiques, galleries, and curio shops. There are several museums and art galleries and the area is host to a number of annual cultural, food and wine, and sports festivals. A wide array of accommodation is available for visitors to choose from.

Welfare and community organisations abound and the municipality and university play a leading role in assisting meeting the needs of previously neglected communities.

Diagram 1: The location of the Stellenbosch Municipal area within the Western Cape

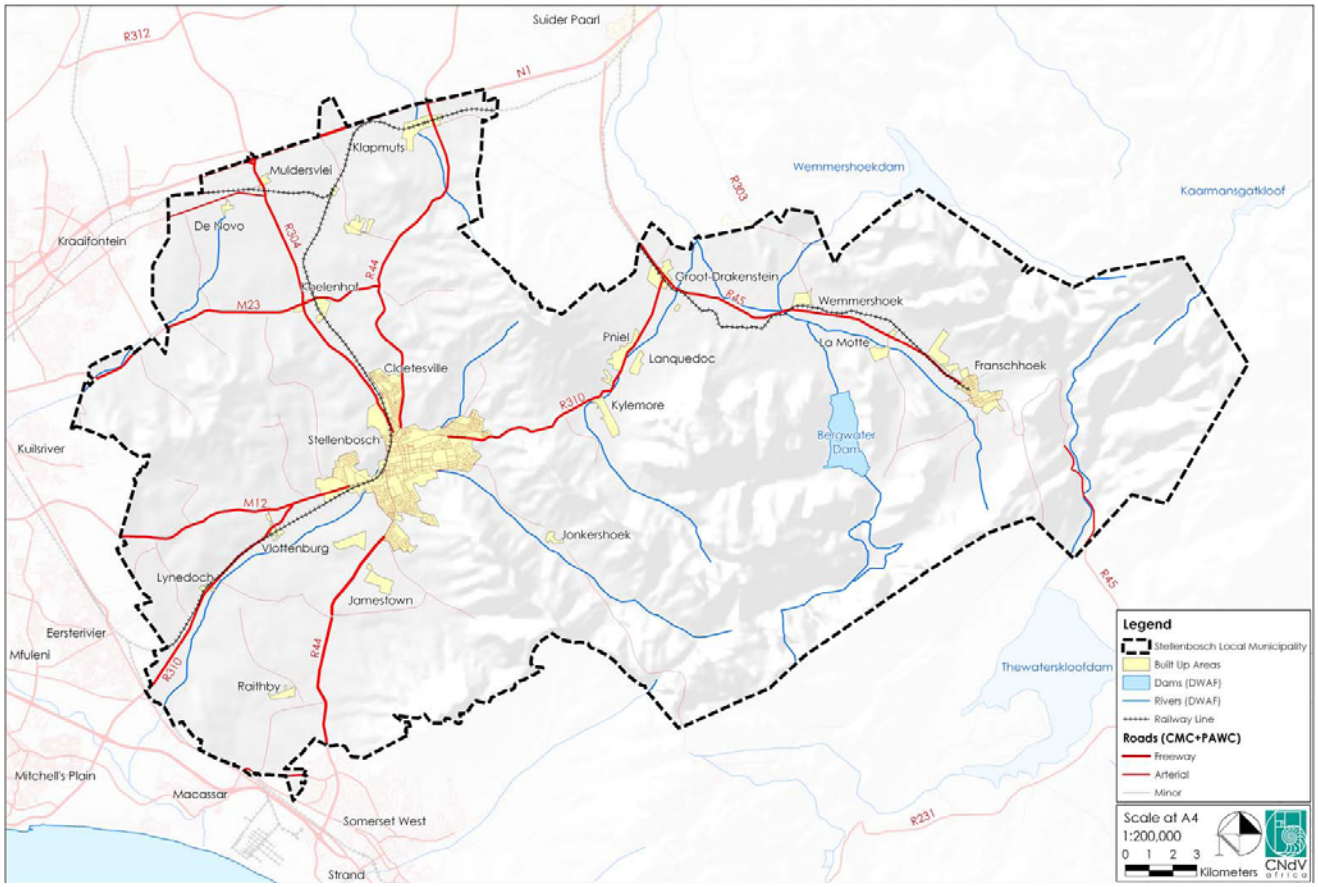


Diagram 2: The Stellenbosch Municipal area

1.2. THE ROLE AND PURPOSE OF THE IDP

The Municipal Systems Act requires municipalities in South Africa to prepare a strategic plan to guide all development and management within the municipal area. The plan is developed in

consultation with community stakeholders, and the Provincial and National government. It is the principal planning instrument that guides and informs the municipal budget.
The focus of the IDP is varied, including the provision of basic municipal services, measures for building and transforming municipal capacity, measures to assist in expanded livelihood opportunities for citizens, enterprise development, building dignified and safe living environments, and importantly, new ways of working and living together.

In terms of the Act, the core components of an IDP are:

- The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs.
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.
- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.
- The council's development strategies which must be aligned with any National or Provincial sectoral plans and planning requirements binding on the municipality in terms of legislation.
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality.
- The council's operational strategies.
- Applicable disaster management plans.
- A financial plan, which must include a budget projection for at least the next three years.
- The key performance indicators and performance targets determined in terms of section 41 of the Municipal Systems Act.

The diagram below illustrates the central role of the IDP as envisaged in the Municipal Systems Act. It is informed by a leadership agenda – as contained in national and provincial policy documents – as well as the needs of local citizens and public, private and community organisations.

It directs, and is informed by, different aspects of the municipality's work, including how the municipality is structured politically and administratively, the municipal budget, the sector plans and service delivery business plans of different municipal services, and how the municipality manages its performance.

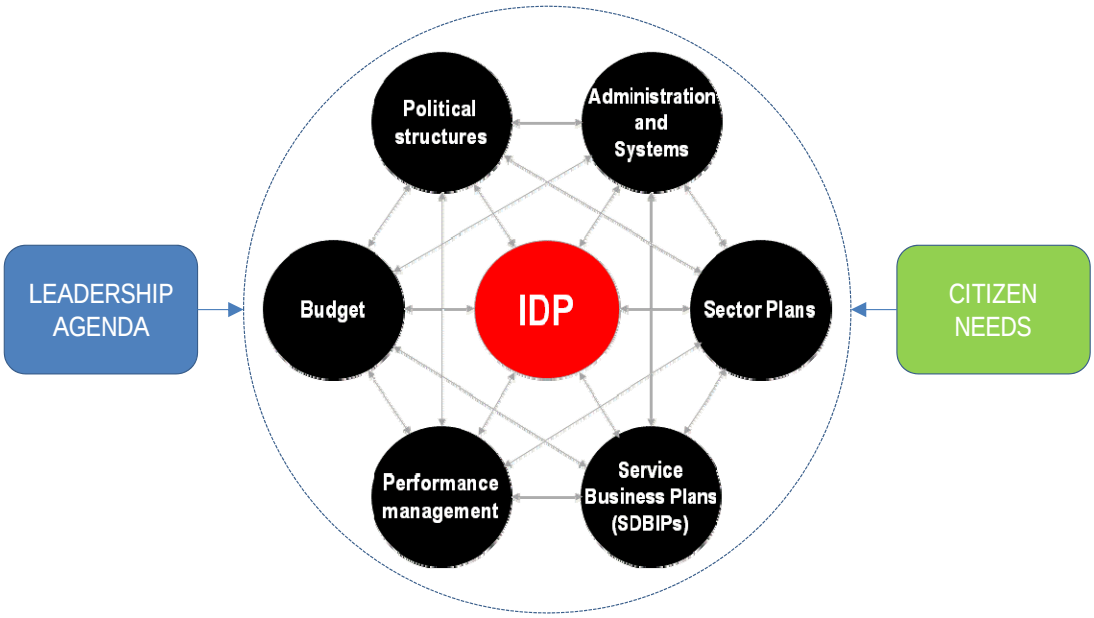


Diagram 3: The central role of the IDP in municipal management

Over and above these legislative requirements, the Stellenbosch Municipality subscribes to the specific commitments made at an inter-governmental IDP conference in Hermanus during 1995, quoted below.

"We, the delegates gathered here in Hermanus on the 10th and 11th of March 2005, representing municipalities, provincial and national departments, both from elected representatives of the people and senior government practitioners, para-statals and other stakeholders, commit ourselves to:

- *Use the integrated development planning process to create a home for all in our cities, towns, villages, and rural areas.*
- *Promote economic growth that is shared across and within communities.*
- *Provide political and administrative leadership in the IDP process.*
- *Ensure that we get the sustainable delivery of basic services right.*
- *Mainstream integrated planning in the operations of our municipalities.*
- *Focus on IDP as a means of building stronger communities and building bridges between communities.*
- *Build the IDP on the meaningful participation and ownership of communities and on partnerships with business, labour and community organizations.*
- *Work towards the alignment of IDPs with the provincial spatial development framework, provincial growth and development strategy and the national spatial development perspective.*
- *Promote the IDP as a performance plan for all municipalities."*

1.3. THE PREVIOUS IDP

This is the third five-year IDP prepared for the Stellenbosch Municipality since the introduction of the Municipal Systems Act.

1.3.1. Provincial Assessment

In assessing the Stellenbosch Municipality's 2010/11 IDP, the Provincial Government commended the municipality for:

- Timeously drafting and adopting a 2nd generation Integrated Waste Management Plan.
- Taking a pro-active approach towards public safety by developing a Public Safety Strategy with specific key performance areas.
- Its approach to ward-based planning.
- Timeously drafting a Comprehensive Integrated Transport Plan.

Areas for improvement identified were:

- The lack of a clear "spatial logic" underpinning development of the municipal area and the fact that the Spatial Development Framework (SDF) is still in draft form.
- An updated Integrated Human Settlement Plan (IHSP), also stating the "aim and context" of planned housing projects.
- The linkages between the SDF, IHSH, other sectoral strategies and the IDP.
- The strategic and pivotal role of the Stellenbosch Municipality within the greater Cape Town functional region.
- Linkages between interventions emanating from an assessment of ward needs and the Municipality's broader development agenda.
- Alignment between the Water Services Development Plan (WSDP) and the IDP (as well as a more adequate unpacking of issues related to sanitation and water losses.
- The inclusion of Thusong Service centers in the IDP (where funding is allocated for the operations of these centers).

These comments are specifically addressed in the 3rd generation IDP.

1.3.1. Assessment by the Stellenbosch Ratepayers' Association

The Stellenbosch Ratepayers' Association submitted a comprehensive comment on the 2010/11 IDP following its publication on the municipal website. In part, and recognising time and resource constraints at the time to finalise the 2010/11 IDP, the purpose of the comment was to assist in an improved 3rd generation IDP.

The Association raised the following specific issues:

- The current IDP is unnecessarily long and repetitive.
- Performance indicators contained in the IDP should be measurable (and not framed as "general guidelines").
- The vision statement of the IDP should be one that everyone in the community can buy into as opposed to a statement of organisational culture that officials should adhere to.

- Ward Committees should include representatives of key interests in their areas (e.g. in relation to the centre of Stellenbosch, the university should be represented, ward plans should be prepared (supported by municipal planners) and ward committees should regularly report back to constituents.
- The manner in which development priorities and objectives are identified and supports higher level (national and provincial) policy should be clearly stated.
- The municipality should focus on its core functions and guard against becoming involved in other sectors which already performs well.
- A "swot analysis" is a critical component of IDPs.
- Brief summaries of sector plans are required.
- The IDP should guide the budget and not the other way around.
- The SDF should be an integral part of the IDP.
- The IDP should include a clear financial plan.
- The IDP should be directed and managed from the Municipal Manager's office.
- The Executive Mayor and Municipal Manager should host a high-level workshop with key stakeholders to contribute to the IDP strategy.

Every effort has been made to address these issues in the 3rd generation IDP.

1.4. THE IDP PREPARATION PROCESS

The high-level preparation process and time-line for the 3rd Generation IDP is reflected in the table below.

DATE	ACTION
August 2011	Statutory approval by the Council of a "process plan" for preparing the 3rd Generation IDP
September 2011	Mayco engagements on the broad focus of the IDP
October 2011	Mayco agreement to engage with citizens and interest groups through "town" and "sector" meetings on issues and needs to be addressed in the 3rd Generation IDP
November/ December 2011	• Extensive administrative engagements to obtain inputs and refine goals, focus areas, and objectives • Town meetings and sector engagements
January/early February 2012	Mayco to confirm goals and focus areas and provide direction on objectives
February 2012	• Administration prepares the Draft IDP • Administration prepares the Draft budget • Administration prepares the high-level SDBIP
March 2012	Mayco and Council considers the Draft IDP and Budget
April 2012	Public consultation on the Draft IDP and Budget
May 2012	• Mayco and Council adoption of the IDP and Budget • IDP submitted to the Province

In the middle of 2011, following the new political leadership taking office, the municipality took stock of its strategy processes, including its experience in integrated development planning.

This reflection has highlighted a number of considerations for review.

- A longer term focus is needed because Stellenbosch is growing. Decisions on investment and development made today will have implications for years to come.
- A wider focus is needed – the IDPs to date have concentrated on complying with the complex legislation rather than on the broad developmental purpose of the IDP process.

- Partnerships are essential to expand the range of functions and activities available to citizens and visitors to Stellenbosch. The municipality needs to lead with boldness and to give people a chance to contribute and be appreciated.
- IDP processes have not harnessed broad citizen interest around common challenges and the future of Stellenbosch. In general, meetings in wealthy areas are very poorly attended compared to those in poor areas.
- A more integrated approach to service delivery is needed in the townships to add proper programmes for maintenance, social services and safety and security to the traditional provision of housing and infrastructure.
- The relationship between the IDP and the municipality's organisation and performance management has not been clear.
- The IDP does not reflect the unique attributes of Stellenbosch.
- The IDP is not written so that it is easy to understand.

Specifically, the Mayoral Committee requested that the 3rd Generation IDP:

- Be undertaken within the context of starting a strategic Greater Stellenbosch 2030 discussion.
- Focus on the town's special characteristics and challenges, including challenges outside traditional municipal services
- Harness the energy and resources of all stakeholders internal and external to the municipality.
- Draw clear linkages between the town's strategy and the management of the Municipality, including business planning and performance management.
- Deliver products which are creative, uniquely "Stellenbosch" in character, readable and work together seamlessly.

Part 4 of the IDP summarises citizens' needs for service delivery as expressed through various engagements arranged as part of the IDP preparation process.

2. THE STATE OF THE GREATER STELLENBOSCH AREA

In order to plan ahead, we need to take an honest look at where the Greater Stellenbosch area is today. We cannot plan without understanding our current reality.

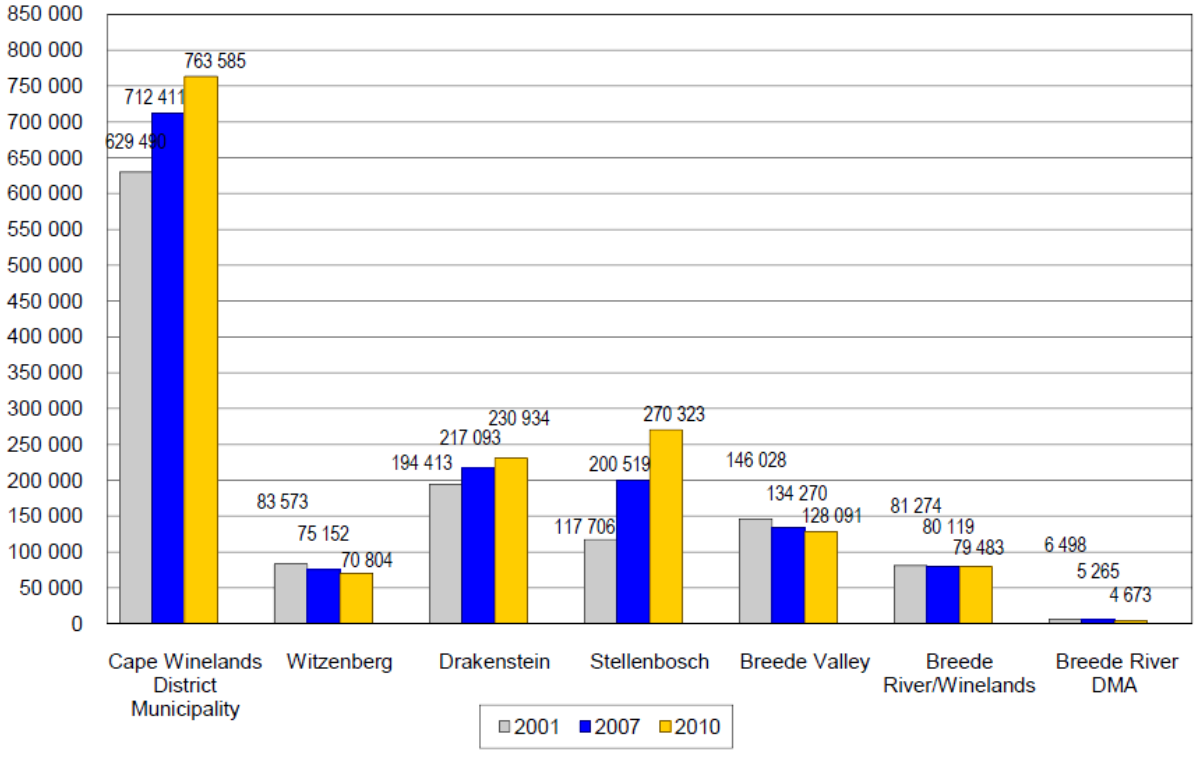
The sections below expand on various aspects of life and service delivery in Stellenbosch Municipality, generally and within the municipality.

2.1. DEMOGRAPHICS

2.1.1. Population size

The 2007 Community Survey estimated the population size of the Western Cape at 5.3 million people, of which 712 411 people (13.5%) resided in Cape Winelands District. In 2007, Stellenbosch had the second largest population in the Cape Winelands District. The population grew on average by 9.3% from 117 704 people in 2001 to 200 521 people in 2007 which is higher than 2.1% growth for the District over the same period. The Municipality's population is projected to grow to a total value of 270 323 by 2010, which displays a steady increase from the 2007 figure.

The table below illustrates the varying population distribution between settlements in the Cape Winelands District between 2001 and 2010.



Source: Stats SA, Census 2001, Community Survey 2007, Department of Social Development

2.1.2. Age distribution

The population can be classified into three main groups namely: children (0-14 years), the economically active population (15-64 years) and the elderly (65 years and older). In 2001, Stellenbosch population composition was as follows: children at 25.4%, the economically active population at 70.1% and the elderly at 4.5% of the population. In 2007, Stellenbosch population composition was as follows: children at 25.8 %, the economically active population at 70% and the elderly at 4.2% of the population.

The youth's share of the total population decreased from 41.9 to 40.3% from 2001 to 2007. The youth together with children represent 66.1% of Stellenbosch's population in 2007; hence Stellenbosch has a relatively youthful population. The child dependency ratio marginally increased from 36.2 in 2001 to 36.9% in 2007 whilst the aged dependency ratio decreased from 6.5% to 5.9% over the same period. The overall dependency ratio increased marginally from 42.7% in 2001 to 42.8% in 2007.

2.1.3. Gender distribution

The gender ratio changed marginally from 94.0 males per 100 females in 2001 to 94.9 males per 100 females in 2007. The male population increased from 57 042 people in 2001 to 97 626 people in 2007, at an annual average growth rate of 9.4%. The female population increased from 60 673 people in 2001 to 102 892 people in 2007, which represents an annual average growth rate of 9.2%. Males accounted for 48.7% of the total Stellenbosch population in 2007 while females accounted for 51.3%.

2.1.4. Population groups

The population composition of Stellenbosch in 2001 was as follows: Coloured population (56.4%), Whites (21.6%), African (20.1%) and Indian/Asians (0.2%). In 2007, the population groups experienced notable changes to their proportional representation. The Coloured racial group remained the largest population group in Stellenbosch, although the group's share of the total population decreased to 54.4%, the White and African population group was equally represented (26% each) and Indians/Asians share of the total population remained small (0.5%). The table below illustrates the shifts in population over time.

Population Group	2001	Percentage of Population 2001 %	Percentage of Population 2007 %	Average Annual Growth %
African	24 041	20.08	26.01	13.78
Coloured	67 557	56.43	54.40	8.49
Indian or Asian	252	0.21	0.46	24.42
White	25 864	21.60	26.01	6.28
Total	**119 715**	**98.33**	**100**	**9.16**

Source: Stats SA, Census 2001 and Community Survey 2007

2.2. SOCIO-ECONOMIC DEVELOPMENT

2.2.1. Human development and education

The number of learners enrolled in schools in the municipality amounted to 24 744, 25 119 and 24 064 and 26 489 for 2007, 2008, 2009 and 2010 respectively. Learner enrolment numbers decline sharply in 2009 but the trend reversed in 2010. In 2010, 7 965 learners (30.1% of total learners) have enrolled in the foundation education phase, ranging from Grade R to 3. The introduction of the Grade R seems to bear fruit as Grade R learner enrolment increased by an annual average rate of 11.7% from 2007 to 2010.

The primary phase (grades 4 to 7) recorded an enrollment figure of 8 270 learners (31.2%) in 2010. Grade 4 experienced a reduction in the number of learners from 2007 to 2010. Grades 5, 6 and 7 learners increased by an annual average rates of 1.1%, 3.3% and 7.1% respectively from 2007 to 2010. A total of 10 056 learners (38% of total learners) enrolled in the secondary phases (grade 8 to 12) in 2010. The number of learners in the secondary phase increased by an average rate per annum of 1.6% between 2007 and 2010. Grades 10 and 11 experienced a reduction in the number of learners from 2007 to 2010. Grades 8, 9 and 12 learners increased by annual average rates of 6.9%, 2.7% and 7.3% respectively from 2007 to 2010.

Boland Further Education and Training College has a main campus in Stellenbosch and eight satellite campuses in Paarl, Worcester, Caledon, Strand and Stellenbosch. The courses offered includes the development of critical skills in Agriculture, Forestry, Fishing, Tourism and Eco-tourism, Entertainment, Hi-tech Enterprises, Finance, Filmmaking, cheeses and dairy products secondary production, fruit juices, Jewellery Design/Manufacturing and Security Practices.

Stellenbosch Municipality is also home to Stellenbosch University, one of the leading South African universities.

Stellenbosch displays a relatively well balanced education attainment outlook in relation to gender. While the percentage share of females receiving no schooling outstrips males (57% females and 43% for males), the remaining categories are relatively well balanced. For Grade 12 educational attainment, males have a favourable representation with 55.4% as opposed to 44.6% females. Females dominate the bachelor's degree category with 54.3% as opposed to 45.7% males while at post graduate level, it is evenly balanced with males and females accounting for 50.7% and 49.3% respectively.

In 2007, 80.4% of the Greater Stellenbosch area's population was estimated to be literate.

2.2.2. Health

In the 2010 financial year, a total of 85 Primary Health Care (PHC) facilities were located within the Cape Winelands District. Stellenbosch Municipality had 12 PHC facilities including 1 community day centre, 7 clinics, 1 satellite clinic, 2 mobile clinics and 1 district hospital servicing the area.

In 2010, a total of 9 doctors, 43 professional nurses at primary health care facilities and 33 professional nurses at the district hospital have been employed by the Department of Health to render health services to patients attending the PHC facilities in Stellenbosch. This total excludes health professionals employed within the private sector.

Immunisation coverage for full immunisation for children under 1 year old rose from 89.8% of children in 2006/07 to 102.9% of children in 2009/10. The immunisation coverage for full immunisation for the entire Cape Winelands District experienced an increase as well, albeit relatively smaller, from 81.6% to 96.9% for the same period.

The BCG dose (TB) experienced an increase for both the Municipality and District alike with both coming off a low base at 64.6% and 67.2% respectively. The 2009/10 immunisation rates both exceed the 100% mark with the municipality reaching 103.9% and the Cape Winelands District figure recorded at 114.7%.

Measles 1st dose coverage mirrored the performance of the two previous indicators increasing from 88.8 % and 82.2% for the municipality and Cape Winelands District alike to 103% and 99.7% respectively from 2006/07 to 2009/10.

2.2.3. Safety and security

All the categories of selected crimes, with the exception of burglaries, increased from 2003/04 to 2009/10.

Driving under the influence of alcohol/drugs increased at an average annual rate of 17.6 % from 83 to 220 incidents between 2003/04 and 2009/10. Drug related crimes also increased notably at an annual average rate of 15.4% from 150 to 355 cases over the reporting period. The number of reported murder cases increased by an annual average rate of 7.6% from 27 to 42 cases albeit encountering a series of fluctuations throughout the reporting period. The number of reported sexual crimes increased by an annual average rate of 6.6 per 100 to 147 cases from 2003/04 to 2009/10.

The number of burglaries at residential premises declined by an annual average rate of 0.2% from 2003/04 to 2009/10. The number of burglaries at residential premises declined from 1 139 cases in 2003/04 and bottomed out at 758 cases in 2006/07, thereafter increasing year on year to 1 128 cases in 2009/10.

The table below illustrates shifts in types of crime reported between 2003 and 2010.

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010
CONTACT CRIME (CRIMES AGAINST THE PERSON)							
Murder	27	39	36	29	33	31	42
Total sexual crimes	100	162	138	103	117	107	147
PROPERTY RELATED CRIME							
Burglary at residential premises	1 139	1 125	847	758	1 066	1 095	1 128
CRIME HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION							
Drug related crime	150	231	205	284	377	433	355
Driving under the influence of alcohol/drugs	83	75	51	68	86	133	220

Source: SAPS, 2010

2.2.4. Household income

In 2001, 59.2% of households earned income between R0 to R42 000; 25.6% earned between R42 000 to R132 000; 14.4 % between R132 000 and R600 000 and 0.8% earn above R600 000. In 2009, 30.4% of households earned income between R0 to R42 000; 36.1% earned between R42 000 to R132 000; 28.5% between R132 000 and R600 000 and 4.9% earn above R600 000.

2.2.5. Gender and age of household heads

In 2007, households in Stellenbosch Municipality were primarily headed by males, except for the age groups 15 - 19 years and 70 years and older, which were marginally headed by females.

2.2.6. Social grants

Government provides social grants to persons that are deemed to be vulnerable, in need of or qualify for income support. In 2007, child support (R250 per child), old age pension (R1 080) and disability grants (R1 080) were the leading categories of social grants accessed by persons residing in Stellenbosch. Of the 28 342 beneficiaries accessing social grants in 2007, 48.2% are receiving child support grants. Old age pension and disability grants make up the other significant categories with 28.5% and 17.2% respectively.

The municipality also offers additional social support through its indigent policy. The indigent policy provides free and discounted rates on basic services such as water, electricity, sanitation and property rates. According to the Municipality, there are 2 5146 households registered as indigent in the 2010/11 financial year.

2.2.7. Labour

The potentially economically active population in the municipal area increased from 82 090 people in 2001 to 141 179 people in 2007, which means that the potentially economically active population increased with 59 089 new entrants over the six-year period. The labour force grew at an annual average rate of 9.5% over the period 2001 to 2007, with the labour force participation rate (LFPR) increasing marginally from 63.9% in 2001 to 64.1% in 2007.

The table below illustrates shifts in employment trends between 2001 and 2007.

Year	Employed	Unemployed	*Unemployment rate (%)	Active labour force	**LFPR (%)	***NEA	Potentially economically active population 15 – 65 years)
2001	43 516	8 959	17.1%	52 475	63.9	30 548	82 090
2007	75 021	15 513	17.1%	90 534	64.1	45 415	141 179

Source: Stats SA, Census 2001 and Community Survey 2007

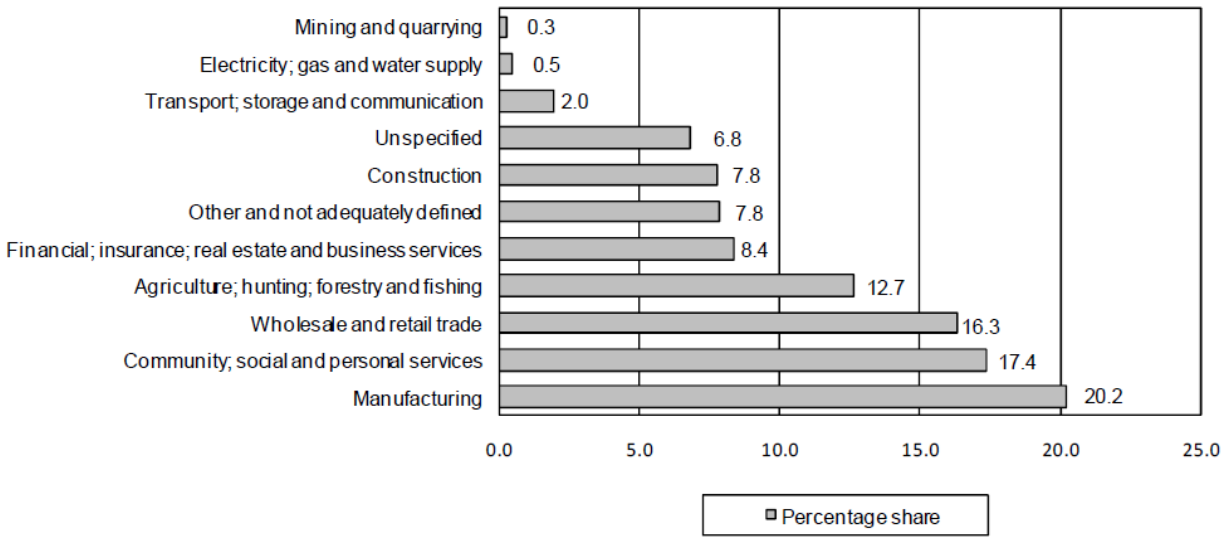
* *Unemployment rate is calculated as the share of unemployed persons to the total labour force.*

** *LFPR: Labour Force Participation Rate, the labour force share/economically active population relative to the potentially economically active people*

** *NEA: Not Economically Active (Persons not in the labour force, such as housewives/homemakers, students and scholars, pensioners and retired people, persons unable to work due to illness/disability, seasonal workers not working presently, persons who could not find work, and any others not seeking work during the reference period as per Stats SA definition).*

Although employment grew by 9.5% during the period 2001 to 2007, the unemployment rate remained unchanged at 17.1% over the same period. Those employed increased from 43 516 people in 2001 to 75 021 people in 2007, meaning that 31 505 more people found employment in the region. Over the 2001 to 2007 period, the not economically active population increased by 14 867 people from 30 458 to 45 415 people; which implies more people that could potentially work are not seeking employment.

Of the 75 021 people employed in 2007 the majority of workers in Stellenbosch Municipality in 2007 were skilled workers (41.2%). Low skilled workers and high skilled workers accounted for 24.4 % and 26.1% respectively. A small fraction of workers were recorded in the unspecified category which accounted for 8.2% in 2007. The table below illustrates the contribution to employment by different industry sectors in 2007.



Source: Stats SA, Community Survey 2007

In 2007, the biggest specified industry employment contributors were: manufacturing (20.2%), community; social and personal services (17.4%), wholesale and retail trade (16.3%) and agriculture, hunting, forestry and fishing (12.7%).

Over the period 2001 to 2007, the share of female unemployment increased from 52.4% in 2001 to 57.1% in 2007. On the other hand, the share of male unemployment decreased to 42.9% in 2007 from 47.6% in 2001. Over the period 2001 to 2007, unemployment among males declined at an annual average rate of 1.9% whilst unemployment amongst females increased by 1.2%.

Unemployment in Stellenbosch was concentrated within the Coloured racial group in 2007. The Coloured population's share of the unemployed increased from 46.1% share in 2001 to 50.2% share in 2007. The African population has the second largest share of unemployment in the area, however their unemployment share decreased from 51.4% in 2001 to 47.3% in 2007.

Unemployment among the White and Indian/Asian population groups was low at 2.1% and 0.4% in 2007, respectively. All the racial groups residing in Stellenbosch Municipality experienced increasing growth in unemployment over the 2001 to 2007 period, with the exception of the African racial group.

Unemployment within Stellenbosch Municipality is the greatest among those aged 20 - 24 years, 35 - 39 years and 25 - 29 years. The youth (15 - 34 years) accounted for the biggest share of unemployment at 70.1%. The age group 20 - 24 years is particularly vulnerable at 24% of the total unemployed. Government has to pay attention to this phenomenon to ensure that the youth and particularly the age group 20 - 24 years can be absorbed into the economy.

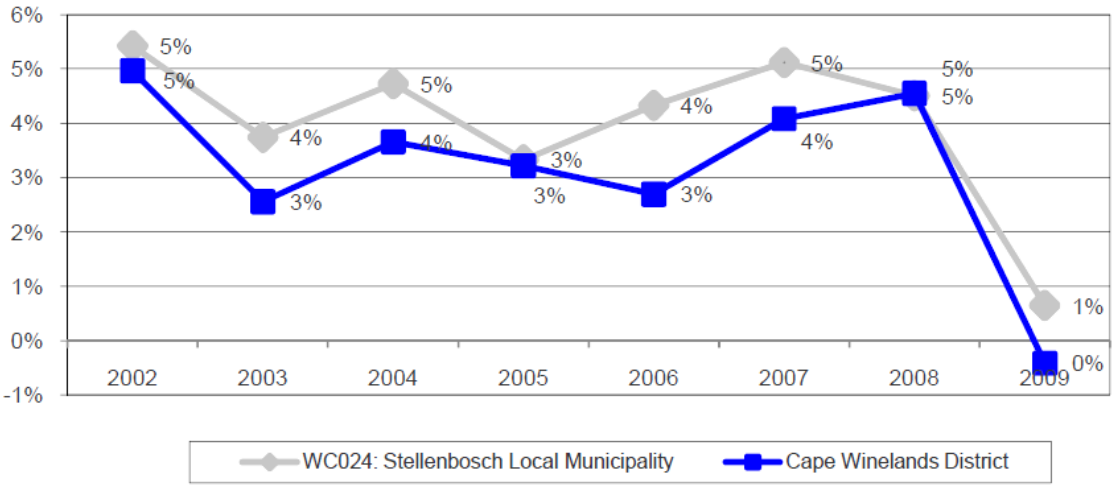
2.3. THE ECONOMY

2.3.1. Economic growth

Stellenbosch Municipality accounted for 24.4% of the District's economy in 2009 making it the second largest economy in the Cape Winelands District. Stellenbosch's regional gross value added figure (GVA-R) increased from R3.834 billion in 2001 to R5.234 billion in 2009 at an average annual rate of 4% compared to 3.2% for the Cape Winelands District over the same period (2001-2009).

Stellenbosch Municipality's economic growth has exceeded that of the District's from 2001 to 2009. The effect of the global financial crisis has caused the Stellenbosch economic growth to lower to 0.6% and Cape Winelands economy to contract by 0.4% in 2009.

The graph below illustrates Stellenbosch Municipality's economic growth in relation to that of the District over the period 2001 to 2009.



2.3.2. Sector growth and contributions

The construction sector recorded the highest average annual growth over the 2001 to 2009 period at 11.2%, followed by finance (7.4%), and electricity (5.3%). The mining and quarrying sector contracted over the period 2001 and 2009 and quarrying plays a relatively small role (in terms of Rand value) in the economy of Stellenbosch.

The three largest sectors in 2009 were: community services (27.1%), finance and business services (25.1%) and manufacturing (23.5%). Of the three largest economic sectors, the manufacturing sector's contribution to local economy marginally decreased whilst the finance and community services contribution increased from 2001 to 2009.

While agriculture only directly contributes 10.1% of the municipality's GDP it contributes 18% of its employment and is, therefore, the most important economic sector contributor to employment on a rand per job basis.

There are strong linkages from Stellenbosch municipality's agricultural sector to its manufacturing, wholesale, trade and accommodation, and financial services sectors, particularly with agri-tourism. The wine industry, followed by vegetable products, both strongly vertically linked to the agricultural sector, are the district municipality's largest export products.

2.4. THE BUILT ENVIRONMENT AND SERVICES

2.4.1. Dwellings

The formal dwellings proportionately increased from 67% to 90.4% of the total number of dwellings from 2001 to 2007. On the other hand, informal dwellings proportionately decreased from 13.1% to 8.2% from 2001 to 2007. Traditional and other dwellings' share decreased to from 2.2% to 0.8% whilst the share of other dwellings decreased from 17.6% to 0.6% over the same period.

Housing need in the municipality is estimated at over 20 000 units (comprising some 6 000 informal dwellings, 9 000 backyard and overcrowded households, and rural households in need of accommodation).

2.4.2. Energy

In 2001, electricity was the main source of energy for lighting purposes (used by 91.8% of households), followed candles and paraffin (respectively used by 4.2% and 3.4% of households). In 2007, electricity remained the leading source of energy for lighting purposes (used by 97.9% of households). The percentage of households that used candles and paraffin lowered to 0.9% and 0.4% of households respectively in 2007.

2.4.3. Sanitation

In 2001, 88.9% of households had access to flush toilets (connected to sewerage/septic tank). A significant proportion (6.4%) of households did not have access to sanitation in 2007 whilst 2.6 and 1.8% of households made use of pit toilets and the bucket latrine system.

In 2007, 95.9% of households had access to flush toilets (connected to sewerage/septic tank). The use of pit toilets decreased as 0.6% of households made use of the pit toilets as a means of sanitation in 2007. The use of bucket toilet latrine system declined from 1.8% to 1% in line with the national policy drive of eradicating the bucket toilet system by December 2007. Although there had been an improvement in access to sanitation, 2.1% of households still did not have access to sanitation in 2007.

2.4.4. Water

Access to potable water is the norm in Stellenbosch Municipality. The percentage share of households with access to piped water (or potable water) marginally reduced from 99.1 % in 2001 to 98.6% in 2007. In spite of this, Stellenbosch residents experienced a significant shift from access to potable water inside yard/or outside yard to inside dwelling.

Access to piped water inside the dwelling improved from 71.9% to 87% from 2001 to 2007. The percentage share of households accessing alternative water sources has increased from 0.9% in 2001 to 1.4% in 2007.

2.4.5. Refuse removal

Refuse removal services by local authority/private company was the leading refuse removal source for households in Stellenbosch in 2001 and 2007.

Access to refuse removal services by local authority/private company increased from 84.1% to 88.4% of households from 2001 to 2007. The percentage of households that make use of own refuse dumps decrease from 11.8% to 3.2% over the same period.

The percentage of households that make use of communal refuse dumps increased from 3.6% to 5.2% from 2001 to 2007. Of concern is the increase in households that do not have access to any form of refuse removal services, which increase from 0.6% to 1.7% over the reporting period.

2.4.6. Roads

Stellenbosch Municipality has over 281.5 kilometers of roads, comprising of 243.2 kilometers (86.4%) of surfaced roads and 38.3 kilometers (13.6%) of gravel roads. Main (surfaced) roads

account for the majority of the kilometers in the Stellenbosch Municipality with 154.9 kilometers (55.1%) of the total road coverage area within the municipality.

2.4.7. Landscape

The municipal landscape from west to east comprises a series of gently rolling hills rising up to high mountains to the south and east with the Dwars River and Franschhoek valleys in between. The jagged-topped, free-standing Simonsberg forms the north eastern municipal boundary. The landscape is currently largely undeveloped on the lower slopes except for vineyards, existing villages and towns, a few plantations and buildings mainly associated with farming and tourism. There are also some fynbos remnants.

This landscape, the consequence of a functional farming area, plays a fundamental role in attracting tourists to the region. There is a concern that the extent and scale of current buildings in this landscape, although largely in line with agricultural or tourism uses, may be beginning to significantly erode these visual qualities. This impact is especially noticeable along the major access routes to the municipality from which the area's scenic quality is first experienced.

High prices far in excess of production values are paid for agricultural land, suggesting a high premium on the lifestyle component. This has led to declining price/earnings ratio and difficulties in attracting capital into the agricultural industry due to low returns. High and medium potential agricultural land is being rezoned to inappropriate land uses ("RDP" housing, golf course estates, upmarket housing, and certain types of tourism development).

Concerns with this process are:

- The removal of high to medium potential agricultural land from production thus compromising the ability to ensure food security.
- Its contribution to unemployment and poverty as low skilled farm labourers are unable to find alternative employment.
- Reduced opportunity for bio-diversity conservation.

2.5. THE NATURAL ENVIRONMENT

Water quality is a major problem in all municipal rivers, particularly below settlements. The South African National Biodiversity Institute considers the conservation status of the major rivers Critically Endangered and even those in the high mountains are still considered vulnerable.

Rare Sand Plain Fynbos occurs in the extreme western limits of the municipality with Renosterveld over most of the low lying regions coinciding with intensive agriculture. Both these vegetation types are considered Critically Endangered with only 3% of Renosterveld remaining in its entire range.

2.6. FINANCE AND RESOURCE MOBILISATION

2.6.1. Key financial indicators

The Stellenbosch Municipality is classified as a "high capacity" municipality and is therefore required to implement Generally Recognised Accounting Practices (GRAP). Accordingly the financial statements for the year ending 30 June 2011 have been prepared in the GRAP format.

Key financial indicators are shown in the table below.

INDICATOR	2010/11	2009/10
Current ratio	2.48	2.05
Actual income versus Budgeted income	112.52%	124.22%
Level of reliance on government grants	11.91%	12.91%
Actual expenditure versus Budgeted expenditure	97.69%	98.91%
Personnel costs to total expenditure	29.45%	28.82%
Interest paid as a percentage of total expenditure	0.51%	0.41%
Repairs and maintenance as a percentage of total expenditure	5.21%	5.92%
Acquisition of PEE (Actual versus Budgeted)	78.14%	66.52%
Customer debtors collection period	51 days	46 days
Total liabilities versus total assets	10.94%	10.09%

2.6.2. Operating revenue

The major revenue streams that supported the programmes and activities of the municipality during 2010/11 were:

- Property rates (22%)
- Service charges (56%), which consist of the following:
  - Electricity sales
  - Water sales
  - Waste water management(sewerage and sanitation)
  - Waste management (refuse)
- Government grants and subsidies (12%)
- Other (10%)

The municipality experienced total revenue growth of 4.37% on the amounts realised in the previous financial year, made possible by means of cost saving measures which included amongst other strategies, minimisation of wastage.

2.6.3. Operating expenditure

The municipality's main categories of expenditure for the 2010/11 financial year were as follows:

- Employee related costs (28%)
- Bulk purchases (24%)
- Depreciation (12%)
- Repairs and maintenance (6%)
- Finance costs (1%)
- Other (29%)

The proportion made up by bulk purchases increased from the preceding year, owing to the above average electricity supply tariff increases.

2.6.4. Capital expenditure and source of finance

Capital expenditure incurred during the 2010/11 financial year amounted to R113 060 489, 78.14% of the approved capital budget.

The table below reflects the proportion of capital expenditure per function.

FUNCTION	% OF CAPITAL
Executive and Council	0.04
Budget and Treasury Office	0.45
Corporate Services	4.05
Community and Social Services	0.67
Sport and Recreation	5.32
Public Safety	0.76
Housing	1.49
Planning and Development	1.60
Road Transport	30.34
Electricity	4.07
Water	15.17
Waste Water Management	23.29
Waste Management	12.74

The source of finance is indicated below.

SOURCE OF FINANCE	%
Capital Replacement Reserve	45.61
Grants (National Treasury)	16.40
Grants (Provincial Treasury)	8.93
External Borrowings	22.12
Public Contributions	3.66
Other	3.28

2.7. GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

2.7.1. Political representation and government structures

Stellenbosch Municipality is represented by 43 councillors, of whom 22 were elected directly as Ward councillors, with the rest being elected on the basis of the proportion of votes cast for the different political parties. The situation, at the end of the 2010/11 financial year was as follows:

POLITICAL PARTY	NUMBER OF COUNCILLORS
DA	25
ANC	11
SCA	3
COPE	1
NPP	1
ACDP	1
SPA	1

The Mayco, which consists of the Executive Mayor, the Deputy Executive Mayor and seven other councillors, is the advisory body to the Executive Mayor. The Speaker and the members of the Mayco are considered to be full-time councillors.

The tables below present the Mayco and Speaker portfolios:

PORTFOLIO	NAME	POLITICAL PARTY
Executive Mayor	CJ Sidego	DA
Deputy Mayor	MG Smuts	DA
Speaker	P Jooste	DA
Strategic and Corporate Services	SJ Louw (Ms) PJ Retief	DA DA
Public Safety	N Jindela	DA
Community Services	Q Smit JP Serdyn (Ms)	DA DA
Planning, Integrated Human Settlement and Property Development	V Fernandez (Ms)	DA
Agriculture, Local Economic Development and Tourism	PJ Retief	DA
Engineering Services	PW Biscombe	DA
Financial Services	PJ Venter	DA

2.7.2. The administration

The macro-organisational structure of the municipality comprises the Municipal Manager's Office (including Internal Audit and a Liaison Executive) and six directorates. The responsibilities of the directorates are indicated in the table below.

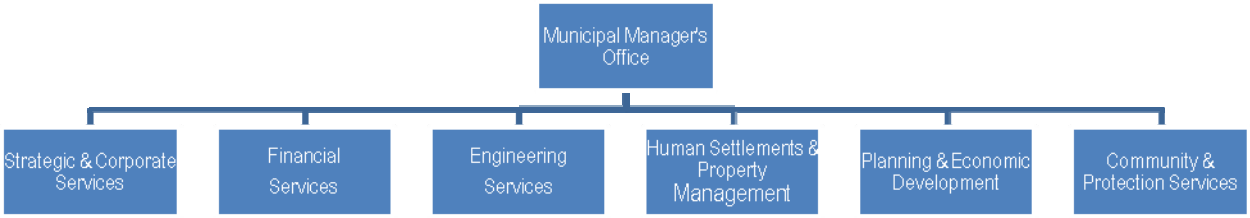
DIRECTORATE	RESPONSIBILITIES
Financial Services	Revenue management, expenditure management; budget preparation and management, management of financial statements, supply chain management; asset management, information technology
Strategic and Corporate Services	Integrated development planning, corporate strategy and policy formulation and management, performance management, knowledge management, communications, inter-governmental relations, international relations, local economic development and tourism, human resources
Community Services	Libraries, cemeteries, sport, parks and recreation, customer care, stakeholder management, neighbourhood revitalization, community development, community participation
Engineering Services	Transport, roads and storm water; water services, electrical services, mechanical workshops, area cleaning, solid waste management, development and project management, drawing office
Planning, Integrated Human Settlements and Property Development	Management and planning of heritage and environmental resources; spatial planning, housing, informal settlement upgrade and management, housing management, land use management, building development management
Public Safety	Disaster management, social conflict management, fire services, traffic services, law enforcement, security services, land invasion, VIP Protection, By-law enforcement, safety/disaster control room, fleet management

As part of the IDP preparation process, the Mayoral Committee reviewed the effectiveness of the macro-organisational structure to deliver on the municipality's strategy and service delivery mandate.

Specifically, it was found that:

- A more focused planning and economic development directorate is required.
- Issues of community safety and community development will be better addressed if combined in one directorate.
- The provision and management of current and future residential opportunities will be best served through a dedicated directorate focused on integrated human settlement development and management.

The new macro structure, illustrated below, was agreed to by Council during May 2012. The filling of positions will draw from existing directors and limited advertising. It is expected that the new macro structure will be implementation as from mid 2012.



As at the end of the 2010/11 financial year, the administration comprised 1 081 staff members. Of all staff, 69% are male and 31% female. 58% of staff members are Coloured, 32% Black, and 10% White.

The key performance management instrument of the municipality is the Service Delivery Business Implementation Plans (SDBIPs) of the directorates. Linked to the IDP, the SDBIPs forms the basis of the performance contracts of directors and quarterly, mid-year and annual performance reviews of senior management, directorates and the municipality.

2.6.3. Inter-governmental work

In order to ensure effective service delivery, it is essential that high levels of cooperation exist between all three spheres of government. Effective inter governmental relations structures are especially important to the developmental role of municipalities. This role can only be fulfilled through the active involvement of all spheres of government in the setting of priorities, resource allocation and development planning.

The Cape Winelands District Municipality plays an active role in ensuring that municipal funding needs are coordinated with the Province. The District municipality also plays a key role in ensuring coordination of Provincial infrastructure service provision, safety initiatives and community services with that of the municipality.

At the highest leadership levels, Ministers and Executive Mayors Forum (MINMAY) and the Ministers and Executive Mayors Technical Committee (MINMAY TECH) plays a critical role in ensuring synergy between the Province and municipality. At the level of individual services, municipal officials (in partnership with relevant political leadership), engage on an on-going basis with colleagues at District and Provincial level in relation to strategic planning, resource allocation, and day-to-day service delivery issues.

2.7.4. Partnerships

The municipality engages in numerous partnerships to facilitate service delivery. The table below summarises key partnerships.

NAME OF PARTNER/ PARTNERSHIP	PURPOSE
Executive Mayor/ Rector Forum	A partnership with the University to ensure aligned development planning and the municipality drawing from the University's expertise and resources
Stellenbosch 360˚ Advisory Committee	A partnership with the umbrella tourism body for the Greater Stellenbosch area aimed at growing and sustaining the municipality's tourism industry and broadening tourism related benefits
Stellenbosch Infrastructure Task Team (SITT)	A partnership with the University and other stakeholders aimed at exploring sustainable infrastructure provision to meet the needs of the municipality
Stellenbosch Gotland Municipality Partnership	Partnership with Gotland municipality focusing on programmes in Local Economic development
Safety Forum	Advisory Forum to the Executive Mayor on all safety issues as well as remedial measures implemented to address and alleviate threats
Dilbeek Twin City Agreement	A partnership with the Dilbeek Gemeente in Belgium focused on community and youth development
Stellenbosch Night Shelter	A partnership to enable appropriate management of the municipal night shelter
Youth Empowerment Action	A partnership established to enable implementation of the Dilbeek Agreement
@ Heart	A partnership established to enable implementation of the Dilbeek Agreement
Youth Affairs	A partnership established to enable implementation of the Dilbeek Agreement
StellEmploy	A partnership established to enable implementation of the Dilbeek Agreement
ETA (Exercise and Training Academy)	A partnership established to enable implementation of the Dilbeek Agreement
Arte Velden Hoge School in Gent	Placement of practical students from Belguim (3rd year Social work students)
Adopt-a-River	Cleaning and maintenance of rivers by local organisations or companies within the Greater Stellenbosch Area.
Landfill Monitoring Committee	A partnership with the Devon Valley residents, whereby residents monitor the Stellenbosch landfill site
SALGA Water Services Benchmarking Committee	A partnership aimed at improving efficiency and effectiveness through comparative process benchmarking, peer-to-peer operational knowledge sharing, and iterative performance improvements
IMESA (Institute for Municipal Engineers South Africa)	A partnership with IMESA aimed at strengthening knowledge and capacity related to municipal infrastructure and service delivery

2.7.5. Service delivery achievements

Specific service delivery achievements of the municipality during the period of preparing the 3rd generation IDP include:

- Blue Drop Awards for four of its five Water Supply Systems. Three awards were received with the City of Cape Town who supplies water to these systems from where Stellenbosch manages distribution to end users. A further Blue Drop award (the fourth consecutive award) was achieved for the Stellenbosch Water Supply System, reflecting water treated by the municipality's Idas Valley and Paradyskloof Water Treatment Plants. The Department of Water Affairs acknowledged this exceptional performance by awarding a silver award to Stellenbosch.
- A municipally hosted a local economic development indaba focused on "inclusive economic growth and competitiveness", involving key stakeholders. The aim of the indaba was to inform a review of the local economic development strategy and develop joint strategies to work for greater economic integration of previously disadvantaged and marginalised communities.
- A number of agreements concluded with local communities to support and direct initiatives to undertake the in-situ upgrading of informal settlements.

- Establishment of a new partnership with the University and other stakeholders aimed at exploring sustainable infrastructure provision (including funding mechanisms) to meet the needs of the municipality.
- Considerable progress, in partnership with the private sector, to provide all citizens with free Wi-Fi Internet access.
- Recognition for the municipality as one of the leading municipalities nationally for prudent and exemplary financial management.
- The award for Greenest Municipality in the Western Cape (after Stellenbosch was awarded runners up in 2010).
- Completion of a community park with considerable off-budget funding and community consultation in Cloetesville.
- The upgrading of a number of community sports stadia and associated infrastructure.

3. OUR POLICY CONTEXT

The Stellenbosch Municipality's strategic planning does not occur within a vacuum. Various key policy directives – ranging from those with a global reach to more specific directives applicable to the municipality and its neighbouring municipalities – are considered in framing future strategic planning and resource allocation.

The sections below outline key policy directives considered in framing Stellenbosch Municipality's 3rd generation IDP.

3.1. GLOBAL DEVELOPMENT POLICY DIRECTION

3.1.1. The Millennium Development Goals

The Millennium Development Goals and targets come from the Millennium Declaration, signed by 189 countries, including 147 Heads of State and Government, at the United Nations Millennium Summit in September 2000 and from further agreement by member states at the 2005 World Summit. The goals and targets are interrelated and should be seen as a whole. They enjoin the developed countries and the developing countries through a partnership that would be conducive to development and to the elimination of poverty. The goals are to:

- Eradicate extreme poverty and hunger.
- Achieve universal primary education.
- Promote gender equality and empower women.
- Reduce child mortality.
- Improve maternal health.
- Combat HIV/Aids, Malaria and other diseases.
- Ensure environmental sustainability.
- Create a global partnership for development with targets for aid, trade and debt relief.

3.2. NATIONAL POLICY DIRECTION

3.2.1. National strategic outcomes

Based on the national government's election manifesto and Medium Term Strategic Framework, a set of twelve outcomes were developed through extensive consultation and discussion at both Ministerial and administrative levels. These outcomes reflect the desired development impacts sought nationally, given government's policy priorities.

- Improved quality of basic education.
- A long, healthy life for all South Africans.
- All people in SA are and feel safe.
- Decent employment through inclusive economic growth.
- A skilled and capable workforce to support an inclusive growth path.
- An efficient, competitive and responsive economic infrastructure network.
- Vibrant, equitable and sustainable rural communities with food security for all.
- Sustainable human settlements and improved quality of household life.

- A responsive, accountable, effective and efficient local government system.
- Environmental assets and natural resources that are well protected and continually enhanced.
- Create a better SA and contribute to a better and safer Africa and World.
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

3.2.2. National Planning Commission

The National Planning Commission is a new initiative of government. Chaired by the Minister in The Presidency for National Planning, the NPC is responsible for developing a long term vision and strategic plan for South Africa. The process of developing this strategic plan includes discussion and engagement across the country and also provides opportunities for people to come forward with ideas and suggestions. The plan will be considered by Cabinet.

The Commission also advises on cross-cutting issues that impact on South Africa's long term development. The National Planning Commission has set the following strategic goals for long-term planning:

- Create jobs.
- Expand infrastructure.
- Transition to a low-carbon economy.
- Transform urban and rural spaces.
- Education and training.
- Provide quality health care.
- Build a capable state.
- Fight corruption.
- Transformation and unity.

3.3. PROVINCIAL POLICY DIRECTION

3.3.1. The Western Cape Provincial Government's draft strategic plan

The Western Cape Provincial Government's draft strategic plan: Delivering the open opportunity society for all (2010) identifies 11 strategic priorities:

- Creating opportunities for growth and jobs.
- Improving education outcomes.
- Increasing access to safe and efficient transport.
- Increasing wellness.
- Increasing safety.
- Developing integrated and sustainable human settlements.
- Mainstreaming sustainability and optimising resource-use efficiency.
- Increasing social cohesion.
- Reducing poverty.
- Integrating service delivery for maximum impact.
- Creating opportunities for growth and development in rural areas.
- Building the best-run regional government in the world.

3.4. FUNCTIONAL REGION AND DISTRICT POLICY DIRECTION

3.4.1. The Cape Town Functional Region

Within the Western Cape, there is increasing support to focus strategic planning effort on the Cape Town Functional Region, including the City of Cape Town, Saldanha, Malmesbury, Paarl, Stellenbosch and Hermanus.

This focus recognises shared environmental resources and key regional economic interdependencies, including a commuting workforce, shared consumer catchment area, transport and other infrastructure, a second port at Saldanha, and tourism and agricultural areas.

Key related initiatives include:

- The planned establishment of an Economic Development Agency (EDA) in 2012. The EDA is a joint initiative of the Province and the City of Cape Town, charged with developing and leading a common economic agenda within the broader city region. Jobless growth, barriers to making the region more competitive, and a relatively weak business brand are key issues to be addressed by the EDA.

- Joint work by the Province and the City of Cape Town to explore the most appropriate roles for the Cape Town and Saldanha ports (and associated economic and settlement opportunity).
- A broader regional emphasis in the next five-year Integrated Transport Plan (2012-2017).

As a key settlement within the functional region, the Stellenbosch Municipality is expected to play an active role in initiatives related to strengthening the region.

3.4.2. The Winelands District Municipality

The Winelands District Municipality has set the following strategic objectives for the period 2012 – 2017:

- To facilitate the development of sustainable regional land use, economic, spatial and environmental frameworks that will support and guide the development of a diversified, resilient and sustainable district economy
- To ensure the health and safety of communities in the Cape Winelands through the proactive prevention, mitigation, identification and management of environmental health, fire and disaster risks
- To support and ensure the development and implementation of infra-structural services such as bulk- and internal services, functional road network and public transport services that contribute to Integrated Human Settlements in the CWDM
- To provide an effective and efficient support service to the Cape Winelands District Municipality's executive directors so that the organisational objectives can be achieved

- To facilitate and ensure the development and empowerment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands
- To ensure the financial sustainability of the Cape Winelands District Municipality and to fulfil the statutory requirements.

4. PUBLIC EXPRESSION OF NEED

Apart from an understanding of the current reality of Stellenbosch Municipality and key global, national, regional and district level policy directives, the 3rd generation IDP needs to consider the views of citizens and interest groups as expressed through various processes and forums.

It has become experience in most municipalities that public participation related to IDP preparation largely raises issues related to the immediate living environment of citizens. Experience in future-focused, cross cutting strategy development with citizen participation is less developed. Many of the issues raised by citizens are therefore not of a long-term or strategic nature, and would be addressed more specifically in the Service Delivery Business Implementation Plans (SDBIPs) of specific functional units of the municipality. Given the relationship between SDBIPs and the IDP, detailed issues are nevertheless reported in this section.

Part 10 of the IDP contains proposals for accommodating both local level and town-wide considerations in the preparation of future IDPs.

The sections below expand on needs as expressed by citizens and interest groups in prepring the 3rd generation IDP.

4.1. MUNICIPAL WIDE ISSUES

During November 2011, the Executive Mayor led five district-based workshops, focused on the central, northern, southern and eastern parts of the municipal area, to obtain inputs on the draft IDP. Main issues raised are summarised in the table below.

TOWN MEETING	PRIORITY ISSUES AND QUESTIONS
Stellenbosch	• Meetings should be in Afrikaans and English. • Housing for farm workers in Jonkershoek. • Electricity provision in Jonkershoek. • The need for the Executive Mayor to Jonkershoek. • The indigent policy should accommodate farm workers. • Backyard dwellers in Cloetesville are awaiting a response to their queries addressed to the municipality. • The general living conditions of people in Smartie Town, Cloetesville. • Crime and drug-peddling in Cloetesville. • Ablution facilities in the Davy Street area, Cloetesvilletoo are too far from houses. • Electricity provision in Kayamandi. • Councillors in Kayamandi should start working together with the community, and not against each other. • The dam at Watergang, Kayamandi is hazardous to children. • Housing needs in Watergang, Kayamandi. • The need for regular cleaning campaigns in Kayamandi. • The sportsfield next to the Kayamandi corridor needs to be more accessible for youth. • Regular feedback should be given to communities in relation to the questions raised at meetings.
Franschhoek	• Is there progress in relation to the interest of Belgium investors in a radio station?

	• Uneven development in Franschhoek. • The over-commercialization of the town is continuing apace. • The fragmentation of farms into bed and breakfast establishments and guesthouses, instead of using land for agricultural purposes. • Crime and drug-peddling. • Why is the neighborhood revitalization programme continuing while there are no acts or legislation requiring it? • Housing allocation in Langrug and Groendal does not follow legitimate processes and the Housing Department should clarify the process followed. • The residents of Langrug, Groendal and Mooiwater have requested a meeting with the Housing Department. • Water accounts are unaffordable to the people (and especially pensioners) of Wemmershoek. • Ward committee elections were not planned and advertised properly. • Why were the three lanned traffic circles not implemented? • Trucks passing through Franschhoek are hazardous to residents and the environment. • A soccer field is needed. • Land for a church is needed. • The La Motte Bosbou area needs sportsfields, a multi-purpose centre, and a clinic. • Speedbumps are required at Wemmershoek). • Rubbish bins are required at Wemmershoek). • The river should be canalised. • Tenders should be advertised more frequently. • Library in Franschhoek. • The R302 and R45 crossing is a very dangerous and a high risk area for accidents.
Dwarsrivier	*Dwarsrivier Valley* • The way Supply Chain Management treats the public is unsatisfactory. • Double standards are being set in relation to entrepreneurship. • It is not clear how the municipality evaluates work done by contractors. • Stellenbosch town and the Dwarsriver Valley communities should be treated equally. • It is not clear whether the municipality makes use of a national housing data base. • There is a need for a satellite municipal office in Pniel (as in Franschhoek). *Johannesdal* • Street names and street lights are lacking. *Kylemore* • Newly upgraded streets are not up to standard. • No driveways are provided from streets to individual erven. • Are there job opportunities available, for example, through the cleaning of rivers? *Lanquedoc* • The area needs a clinic for pensioners. • There are no social development opportunities for youth. • Sportsfields are needed. • There is no space for children to play. *Meerlust/ Bosbou* • When will the housing project be implemented? *Pniel* • The housing project on the “Cyster land” should be completed by the officials who started it instead of appointing new ones. • Rates and taxes are paid at Stellenbosch municipality, but electricity at Drakenstein. Can’t both be paid. at Stellenbosch municipality?

	• Land for cemetery purposes is urgently needed. • A list of contact numbers for municipal departments should be attached to monthly accounts. • Why has the cricket clubhouse budget of R680 000 been reduced to R330 000. • The Mayor undertook to visit the Dwarsriver Valley.
Klapmuts	• Housing is urgently needed as well as land for cemetery purposes. • Ablution facilities are needed at the Plakkerskamp and Mandela City. • Klapmuts primary school does not accommodate Xhosa speaking pupils (the nearest schools are in Stellenbosch). • La Rochelle requires housing. • Local entrepreneurs would like more exposure to tourists (the municipality should identify a space/building where tourists could view products). • A community Hall is required in Klapmuts. • The issue of lawful owners not staying in houses should be investigated. • The clinic is too small to service the whole Klapmuts area. • Better communication is required with the community. • The De Novo community should be represented fairly.
Jamestown	• Housing, electricity, sewerage, and roads at Kreefgat is urgently required. • Land should be used for agricultural purposes as a way of generating income. • A sportsfield is needed. • Regular feedback from the Councillor is needed on municipal services and issues. • What has happened to the Mount Rose housing project?

4.2. SECTOR SPECIFIC ISSUES

During November 2011, a number of structured workshops were held with specific sectors to provide inputs on the IDP. The workshops, led by senior staff and Mayco members, were attended by a large number of sector representatives. Key issues raised are summarised in the table below.

SECTOR	PRIORITY ISSUES
Health	• More mobile health services is required in rural areas. • The functionality of district health committees should be improved. • Health services should be diversified and receive more attention at the workplace, schools, in sport organisations, and churches (including “road-shows” by medical staff). • Health education programmes should emphasise the linkages between health and lifestyle issues. • Better partnerships are required between government NGOs and the university. • Linkages with LED should be established to ensure an environment of food security and better nutrition for all. • A better supply of medicines is required and clinics need to teach people how to use medicines. • Specialised care should be provided to vulnerable groups. • There is a shortage of health personnel. • Clinics should be upgraded. • Contract personnel should be appointed for cleaning services. • Condoms should be more accessible for those who want it. • Providing health information to communities should be a priority.
Faith-based organisations	See section 4.3. below.
Sport	• The municipality should convene a representative strategic “think tank” on sport development during 2012. • Urbanisation and densification requires that all open space be used creatively, that sports facilities be multi-purpose in nature, and that facilities are used “twenty-four-seven”.

	• Support for sport – and facilities – need to consider both "mass" and professional participation in sport. • Sport support should consider the needs of all age groups, gender needs and indigenous sport. • Sport support should consider linkages between school and "club" activities. • Sport support should recognise the full "value chain" of sport, including career opportunities and linkages with economic sectors.
Youth	• The municipality should be a town of a "town of equality". • The youth should have more direct access to resources for development. • Community services for the disadvantaged and disabled people should be prioritised. • A system is needed where prisoners that get out of jail can have a source of income and not be neglected by the community. • Communities must work together to stop substance abuse. • Vlottenburg, Koelenhof and Lynedoch have no sport fields. • It needs to be compulsory for Children to attend Early Childhood Development Centres. • Education should include a focus on sport management, teamwork and literacy. • There is a need for more English schools and all schools should have three languages as compulsory. • Youth development programmes should include computer literacy, life skills training, arts and culture, health training and entrepreneurship. • The municipality needs a twenty-four transport system (comprising bicycle, bus, and train services). • There should be more visible policing (including mobile police stations in rural areas) and community watch groups. • Specific youth IDP youth discussions should be held in wards (and schools).
Social development	• The municipality should focus on: – Municipal core business (infrastructure and services). – Identify gaps in service delivery by other spheres of government and assist that these are addressed. – Identify competent local community service providers and partner with them to assist in service delivery. – Assist with skills development for young school leavers (e.g. through providing training, transport, internships, and bursaries).
Safety	• The municipality should consider the establishment of a civilian oversight committee to monitor and advice on safety issues. • An in-house (inter-directorate) committee is required to effectively deal with disaster management. • The Disaster Management Plan needs a complete review. • A "one-stop-shop" multi-purpose center should be established in Klapmuts to better serve the communities of Pniel, Franschhoek and the farming communities north of Stellenbosch (it should include fire and disaster management, traffic and licensing, and law enforcement and integrate municipal, District and Provincial services).

Further sector-specific issues have been identified by citizens and interest groups as part of statutory and non-statutory participation processes related to the preparation of various sector plans of the municipality. These plans, including the Spatial Development Framework (SDF) and Comprehensive Integrated Transport Plan (ITP) are discussed in section 5.

4.3. WARD SPECIFIC ISSUES

The municipal ward demarcations were adjusted during 2011 and Ward Committees were in the process of establishment during the IDP preparation process. Ward specific issues identified during the 2011/12 IDP process – adjusted to the new wards – are summarised in the table

below (a map of the 22 wards is attached as Appendix 1. The names of ward and proportionately elected councilors are attached as Appendix 2.).

WARD	PRIORITY ISSUES
New Ward 1	• Housing. • Poverty alleviation. • Proper, participative and sensitive planning. • Public safety and law enforcement. • Unemployment and job creation.
New Ward 2	• Housing and land for housing. • Youth and women development opportunity and support. • Unemployment and job creation. • Emergency services. • Poverty alleviation.
New Ward 3	• A multi-purpose centre. • Unemployment and job creation. • Housing and land for housing. • Sport facilities. • Skills development and training.
New Ward 4	• Housing and land for housing. • Water. • Roads and sewerage. • Skills development and training. • Unemployment and job creation.
New Ward 5	• Housing and land for housing. • Primary health care. • Youth and skills development. • Poverty alleviation. • Public safety and law enforcement.
New Ward 6	• Traffic calming. • Regulating student housing. • Enforcement of planning regulations. • Enforcement of heritage laws. • River bank rehabilitation.
New Ward 7	• Densification changing the existing character of residential areas. • Public safety and law enforcement. • Traffic flow and parking. • Proper, participative and sensitive planning. • Cleansing.
New Ward 8	• Traffic flow and parking. • Conservation of the urban environment. • Proper, participative and sensitive planning. • Public safety and law enforcement. • Improper behavior of students at night.
New Ward 9	• Solid waste management. • Traffic flow and parking. • Densification changing the existing character of residential areas.

	• River management and rehabilitation. • Agriculture land preservation.
New Ward 10	• Housing and land for housing. • Unemployment and job creation. • Primary health care. • Public safety and law enforcement. • Sports facilities.
Ward 11	• Housing and land for housing. • Business opportunities and local economic development. • Sports facilities. • Unemployment and job creation. • Skills development and training.
New Ward 12	• Cleansing. • Safety (CCTV cameras). • Densification changing the existing character of residential areas. • Traffic flow and parking. • Conservation of the urban environment. • Beautification of the entrance to Onder Papegaaiberg.
New Ward 13	• Cleansing. • Workshop on integrated human settlements. • Capacity building for members of ward committees. • Allowance for ward committee members. • Public safety and law enforcement.
New Ward 14	• Cleansing. • Workshop on integrated human settlements. • Capacity building for members of ward committees. • Allowance for members of ward committee members. • Public safety and law enforcement.
New Ward 15	• Cleansing. • Workshop on integrated human settlements. • Capacity building for members of ward committees. • Allowance for members of ward committee members. • Public safety and law enforcement.
New Ward 16	• Management of public open spaces and parks. • Conservation of the urban environment. • Public safety. • Law enforcement. • Proper, participative and sensitive planning.
New Ward 17	• Housing and land for housing. • Unemployment and job creation. • Poverty alleviation. • Sports facilities. • Youth and women development opportunity and support.
New Ward 18	• Housing and land for housing. • Sports facilities. • Pedestrian safety. • A multi-purpose centre and facilities for community development. • Youth and women development opportunity and support.
New Ward 19	• Housing and land for housing. • Cemetery. • A Multi-purpose centre.

	• Better infrastructure. • Skills development and training.
New Ward 20	• Housing and land for housing. • Sports facilities. • Pedestrian safety. • A multi-purpose centre and facilities for community development. • Youth and women development opportunity and support.
New Ward 21	• Housing and land for housing. • Unemployment and job creation. • Poverty alleviation. • Sports facilities. • Youth and women development opportunity and support.
New Ward 22 (old Ward 16)	• Management of public open spaces and parks. • Conservation of the urban environment. • Public safety. • Law enforcement. • Proper, participative and sensitive planning.
New Ward 22 (old Ward 9)	• Solid waste management. • Traffic flow and parking. • Densification changing the existing character of residential areas. • River management and rehabilitation. • Agriculture land preservation.

The priority issues identified across wards are:

NR.	PRIORITY ISSUES	NUMBER OF WARDS	"SCORE"
1	Housing and land for housing.	10	50
2	Public safety and law enforcement.	8	24
3	Unemployment, job creation and poverty alleviation.	8	21
4	Traffic flow, traffic calming and parking.	4	17
5	Skills development and training.	6	16
6	Sports facilities.	5	13
7	Littering and cleansing of neighbourhoods and streets.	3	12
8	Youth and women development and support.	4	10
9	Proper, participative and sensitive planning.	3	9
10	Conservation of urban areas.	2	9

A further area-based contribution was made by the Idas Valley Ministers' Group, comprising clergy from eight churches in the area. The group requested that the municipality:

- Prioritise redress of the apartheid legacy and the promotion of socio-economic justice a central focus in planning and service delivery during the period of the 3rd Generation IDP.
- Give preference to local residents to access employment opportunities, including training.
- Work with the business sector and university to prioritise accessing state resources aimed at job creation initiatives.
- Consider a roundtable between the business sector, university, and community to seek innovative solutions to address housing need, including the challenges of backyard dwellers.

- Make it known when Idas Valley will be included in the Neighbourhood Revitalisation Programme.
- Make rehabilitation facilities available to assist in addressing drug abuse.
- Maintain a commitment to build social cohesion.
- Acknowledge, establish relationships with, and support existing community structures and community initiatives.
- Demarcate and convert the old cemetery along Old Helshoogte Road (opposite The Ridge) into a memorial park.
- Consider providing more access roads into and out of Idas Valley.

5. SECTOR PLANNING

The municipality has a number of medium and longer term sector plans which directs work related to different functional areas of the organisation. These plans form an integral part of the IDP. Although the time-periods for sector plans and the IDP differ (e.g. the SDF has a 20 year horizon), the IDP and sector plans inform each other. Like the IDP, sector plans are subject to periodic review (often annually). During review, alignment between sector plans and the IDP receive specific attention.

The sections below expand on key sector plans of the Stellenbosch municipality.

5.1. SPATIAL DEVELOPMENT FRAMEWORK

A Spatial Development Framework (SDF) is a key component of the IDP. The SDF should indicate the nature and location of varies activities in a manner which best meets agreed objectives. The Stellenbosch Municipality SDF was completed in 2010 and will be submitted to the Province for approval during 2012. At the same time, previous structure plans will be withdrawn.

Key principles and land development objectives of the SDF are:

- Managing development and growth in a manner where walking distance is the “primary measure of access”. This means that the municipal area should be planned so that citizens can access most of their daily needs on foot (within 20 minutes, or within a 1km radius).
- The functional integration of activities to the greatest degree possible. This means that different uses should be mixed to maximise pedestrianism and minimise vehicular transport.
- Socio-economic integration of neighbourhoods, enabling poorer residents to access opportunities on foot.
- Average gross densities of approximately 25 du/ha in settlements large enough to accommodate public transport and 15 du/ha in rural settlements to ensure efficiency in service delivery and maximum protection of scarce environmental resources.
- The definition of clear edges to settlements to encourage inward growth and protect important agricultural, scenic and biodiversity land resources.
- Development focused on alternative energy, water and waste service arrangements which does not compound the financial and environmental challenges associated with existing infrastructure provision.

To give effect to these principles the SDF proposes a municipal spatial configuration and structure comprising a system of interconnected, nodal, tightly constrained settlements that have only minimal outward expansion, relatively dense internal plans, and which are linked with other settlements by high speed voice and data communications and road and rail public transport services. In terms of implementation, priority should be given to the development of settlement locations on the rail routes first, and road routes second.

The SDF contains detailed spatial proposals for the management of:

- Water resources, rivers and watersheds.
- Biodiversity areas.
- Unique landscapes and visual amenity.
- Agricultural land and productive opportunity.
- Housing need (of different types).
- New infrastructure provision (so as not to increase pressure on overburdened existing systems).
- Important economic sectors (including manufacturing, the financial sector, small business, and tourism).
- Public land.

The diagram below illustrates high-level recommendations of the SDF for settlement and route hierarchy and investment priority in places and routes.

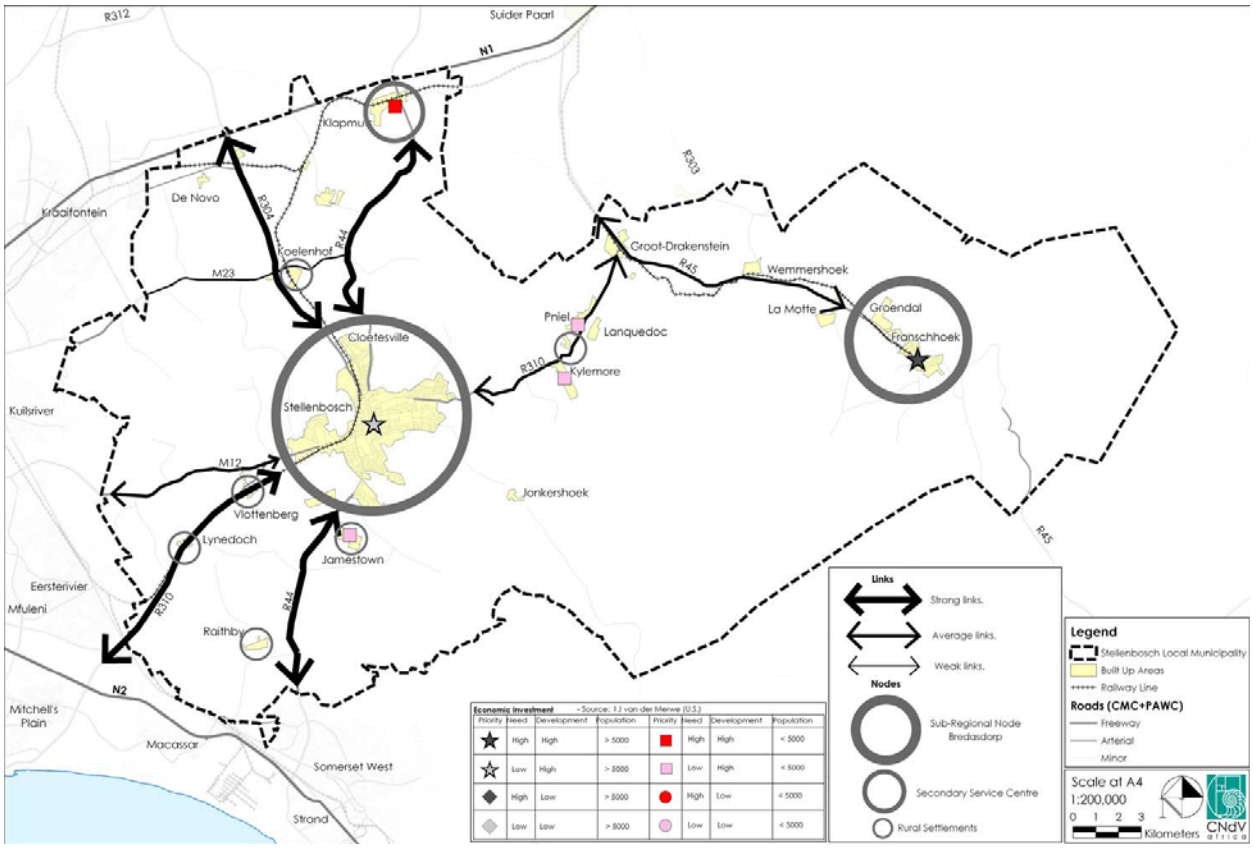


Diagram 4: High-level settlement hierarchy and route hierarchy and investment priority

The SDF makes the following broad proposal for the main settlements in the municipal area:

SETTLEMENT	BROAD PROPOSALS
Stellenbosch town	• Reconceptualise the town as a complex of 5 mixed income, mixed use interdependent urban villages focusing on the following centres: – North: Cloetesville/Kayamandi on intersection (to be extended) of Bassi Street/R304/Cloesteville Roads. – Centre: Existing town centre. – East: Idasvallei/Uniepark on intersection of Helshoogte/Cluver Roads.

	– West: Onderpapegaaiberg/SFW on intersection of Devon Valley/Adam Tas/Oude Libertas Roads. – South: Paradyskloof on intersection of Blaauklippen/Strand Roads. • Encourage social and GAP housing in these centres. • Redevelopment, infill and new development is possible on 460 ha of government, municipal and privately owned land identified to increase thresholds for public transport and prevent sprawl. • Encourage low key densification of existing suburbs through 2nd dwellings and subdivision down to minimum erf size. • Encourage redevelopment to densities from 100 to 200 dwelling units/ha gross (2 - 4 storey townhouses and apartment buildings) along main transport routes and around public open spaces. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank. • Protect important heritage buildings and precincts and support current heritage areas to extend into surrounding suburbs so as to promote outward growth of high quality urban areas. • Encourage continuous street trading and business along Bird Street and extended into Khayamandi, Cloetesville and Idasvallei along Cluver and Merriman Streets. • Upgrade main streets with trees, landscaping, cycling and pedestrian facilities similar to that already completed in Dorp, Plein and Church Streets. • Consider the special needs of the university and ensure that its development follows the same principles as the rest of the town and that the campus does not become a gated complex blocking movement through its precincts. • Define an urban edge that seeks to limit outward growth of the town (but accommodates new development areas likely to be required over the next decade).
Franschhoek	• Promote the integration of Franschhoek north and south. • Encourage low key densification of existing suburbs through 2nd dwellings and subdivision down to minimum erf size. • Extend the main street upgrading project through Franschhoek to the north and accommodate cycle ways. • 59 ha of land above the current urban boundary of the town between Franschhoek north and south could be used for mixed use, mixed income development including social and gap housing. • Extend the economic opportunities offered by the exposure to traffic along the R45 northwards so that Franschhoek north's frontage on to this route can also benefit. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank. • Protect important heritage buildings and precincts and support current heritage areas to extend into surrounding suburbs so as to promote outward growth of high quality urban areas. • Demarcate an urban edge that holds the current line of development to the south, west and east and accommodate land to facilitate the integration of Franschhoek north and south.
La Motte	• 32 ha of land in the vicinity of the former SAFCOL headquarters site could be used for mixed income, mixed use development with a low key retail/commercial farm stall frontage along the R45 to increase living and economic opportunity. • Provide NMT links with the R45 and surrounding settlements. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank. • Tar the Robertsvlei Road to act as an alternative route to the south and increase exposure to passing trade.
Wemmershoek	• 23 ha of new development is possible: – Above the wetland area abutting the R303 to the north. – Along the current residential area's western boundary. – Below the rail line abutting the school on the western edge of the R303. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank. • Pursue small scale mixed use development with appropriate urban design and road access

	management guidelines along the R303. • Provide NMT links with the R45 and surrounding settlements.
Groot Drakenstein	• 16 ha of mixed income, mixed use development is possible (linked to land reform and respectful of the area's heritage potential) on the western portion of Meerust and the property on the other side of the entrance road abutting the R45 for a distance of 500 m. • Introduce service roads along property frontages facing the R45 so that benefits of passing trade can be obtained without disrupting traffic. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Dwarsrivier Valley (Pniel, Johannesdal, Lanquedoc, Kylemore)	• 83 ha of mixed income, mixed use development is possible through development of: – Johannesdal plots and a strip along the Helshoogte Road. – The eastern fringe of Kylemore. – The link area along flood plain between Kylemore and Lanquedoc above the 1:100 year flood plain. – An area east of Lanquedoc. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank. • Pniel, Kylemore and Lanquedoc should be declared core heritage areas.
Klapmuts	• 123 ha of infill and greenfield development opportunity exists at: – Etlinger street south between R44 and river. – Old Paarl Road south between railway line and transfer station. – Merchant street between river corridor, Groenfontein Pad and railway line. – Klapmuts West, abutting the eastern boundary of the R44 (greenfields) • The area around the 4 way stop should be improved to maximize opportunities for lower income traders. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Muldersvlei Crossroads	• 45 ha of privately owned land could be developed as a model rural village. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Koelenhof	• 86 ha of privately owned land could be developed to strengthen the rural village. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Jamestown, De Zalze	• Approximately 56ha of mixed use, mixed income development opportunity exists to the western side of the R44, on a portion of municipal land on which the airfield is situated, and the land at the entrance to Tecnopark. • The cross section of the R44 should be amended to make it less of a barrier to development to the western and eastern sides of the road. • The historic mission village character of Jamestown and the De Zalze farm homestead should be protected. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Vlottenburg	• Approximately 17ha of infill and new development is possible subject to flood line studies. • The area around the Vlottenburg Road/R310 intersection (including van Ryn's Cellar) represents important heritage assets and should be protected. • The area around the Vlottenburg Road/R310 intersection could provide economic opportunity for local residents and farmers (similar to the 4 way stop at Klapmuts). • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Spier	• Further urban development should be promoted only within the current development precinct of Spier between the R310 and the Eerste River. • The extent of future development should be restricted to the ability to generate required services through sustainable methods. • Rivers and canals should be declared river conservation corridors with 10 to 30m setbacks from

	the river bank.
Lynedoch	• Approximately 42ha of infill opportunity exists both east and west of the railway line and R310. The • The theme of the current or more recent development at the node should be continued. • The Drie Gewels is of heritage significance should be respected in any further development. • The Eerste, Blouklip and Bonte Rivers and furrows should be declared river conservation corridors with 10 to 30m setbacks from the river bank.
Raithby	• Approximately 10ha of land is available for infill development within the existing village edge. • The Bonte River and any furrows should be declared river conservation corridors with 10 to 30m setbacks from the river bank • The historic church building, the built form of the town and the "water erven" which gives the area its historic and special sense of place and should be protected.

The SDF is illustrated in the diagram below. The SDF document contains more detailed illustrations of the spatial proposals for the main settlements in the municipal area.

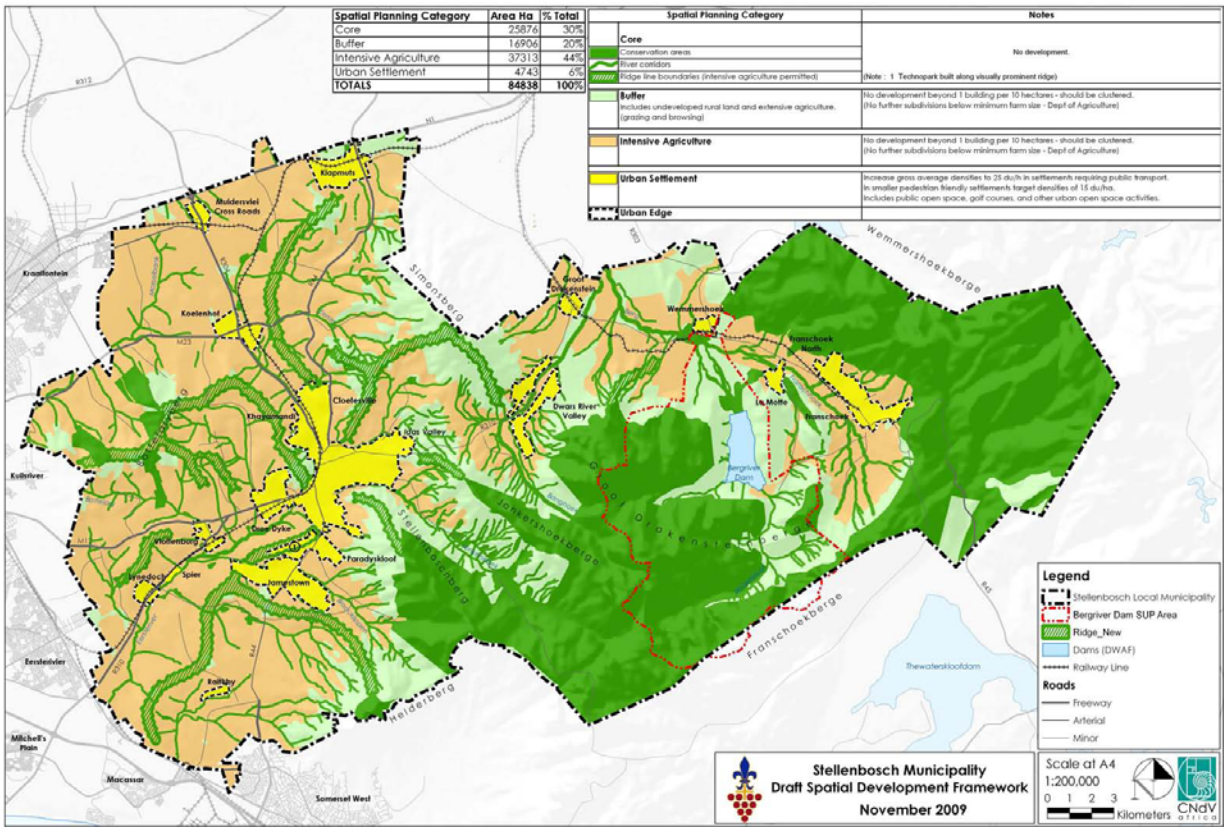


Diagram 5: The Stellenbosch Municipality SDF

5.2. INTEGRATED ZONING SCHEME

The municipality has prepared a draft Integrated Zoning Scheme to standardise and review the different "legacy" zonings and regulations of earlier administrations now part of the Greater Stellenbosch Municipality. Final public participation processes are under way and it is intended to submit the new Zoning Scheme to Province for approval during 2012.

5.3. HERITAGE LANDSCAPE PLAN

The Heritage Landscape Plan is intended to provide detailed management information and guidelines on heritage assets in outlying municipal areas

5.4. INTEGRATED HUMAN SETTLEMENT PLAN

The Municipality's Integrated Human Settlement Plan (IHSP), the "Stellenbosch 2017 Housing Strategy", was approved by Council in 2008. This work was further elaborated in a report, "Analysis and Evaluation of Key Stellenbosch ISHSP Sites", undertaken by the District Municipality in 2009. In 2010, the municipality appointed a service provider to report on the status quo of potential housing projects in Stellenbosch Municipality. A housing "pipeline" document was prepared by the municipality during November 2010.

The Stellenbosch 2017 Housing Strategy supports the SDF's proposed municipal spatial configuration comprising a system of interconnected and tightly configured settlements with clear urban edges, surrounded by agricultural land. The target is the provision of roughly 20 500 residential units to cater for the current backlog in housing. A programme of some 234 project are included, allocated to the different settlements and nodes identified in the SDF. The following housing types are provided for:

- Informal settlement upgrade.
- RDP housing.
- Social housing.
- Community transitional housing.
- Formalised home ownership.
- Private rental.
- Employer housing (especially farm worker housing).

The estimated cost of this programme will be approximately R9.5 bn over 10 years. A key proposal was to utilise municipal land provided at reduced cost for formal home-ownership in order to cross-subsidise other housing types. The implementation of the IHSP requires considered integrated administration, management and planning, arguably beyond the capacity of existing delivery mechanisms.

The municipality is currently in the process of procuring turn-key professional teams to assist with the delivery of a number of projects identified in the IHSP. A detailed housing pipeline is included in the Service Delivery Business Plan (SDBP) of the Planning, Integrated Human Settlements and Property Development directorate. Priority projects include:

- Franschhoek, Langrug (1 499 units).
- Vlottenburg, Longlands (106 units).
- Klapmuts, Erf 342 (1 060 units).
- Erf 2124, Klapmuts (99 units).
- Jamestown, Farm 527 (570 units).
- Kayamandi, Watergang (1 400 units).
- Idas Valley, Lindida 1 (190 units).
- Kylemore (120 units).
- Meerlust (250 units).

Planning is also in progress for projects in Wemmershoek and La Motte (unit numbers are not yet available).

In line with the SDF, housing opportunity and upgrading of informal settlements occur in a dispersed manner in the municipality, as indicated in the diagram below.

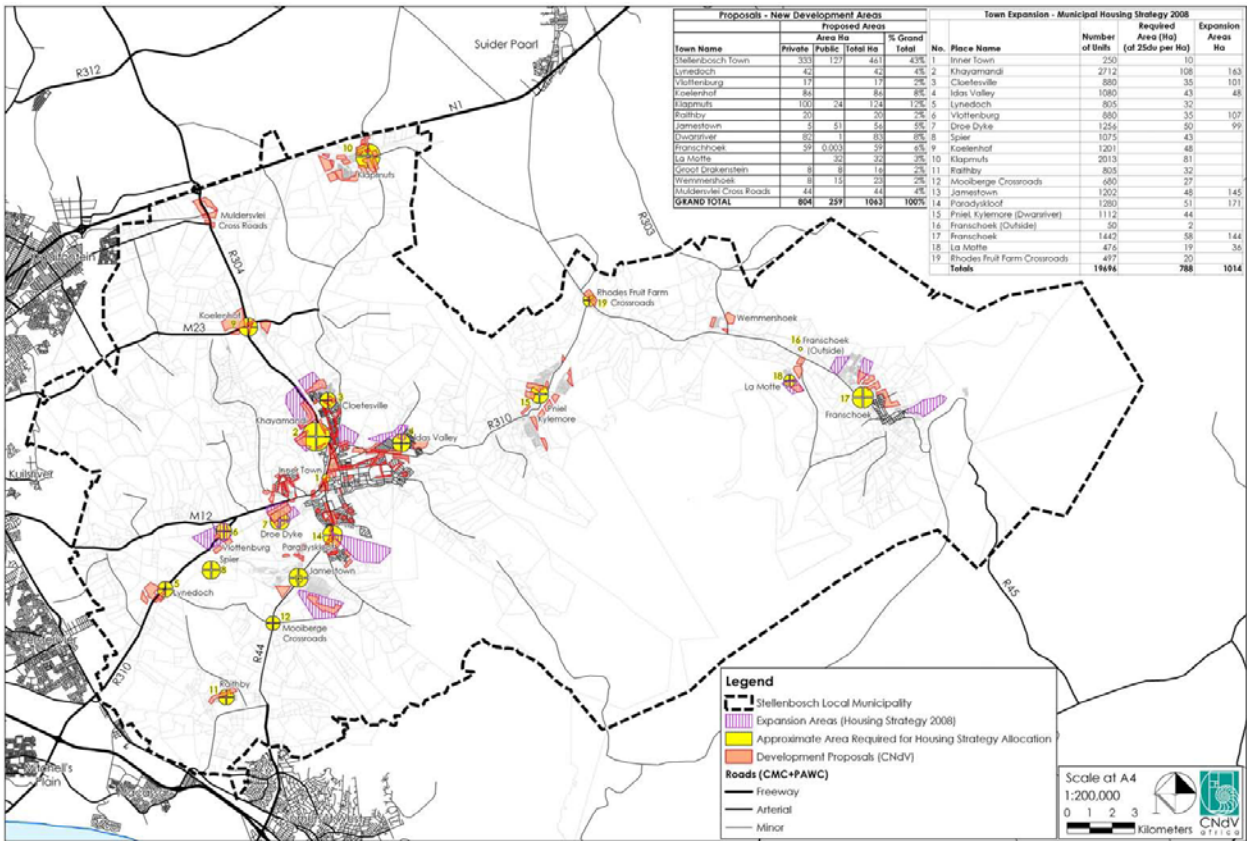


Diagram 6: Dispersed housing opportunity in different towns and villages within the municipality

The municipality has established a dedicated informal settlement department to manage and coordinate the upgrading of informal settlements. The broad objectives of the department are to:

- Manage the provision of services and development programmes to informal settlements.
- Prevent the illegal invasion of land.
- Enumerate identified informal settlements.
- Upgrade informal settlements by the provision of services.
- Facilitate tenure security in informal settlements.
- Facilitate food security and poverty alleviation, in partnership with other stakeholders.
- Assist in short-term job creation through linkages with EPWP and longer term job creation through upgrading programmes
- Facilitate capacity-building and training for residents and stakeholders through direct service provision and partnerships with outside agencies.

Agreements have been concluded with a number of communities to assist and direct upgrading activities. Enumeration and profiling have commenced in:

- Langrug.
- Enkanini.
- Mandela City.
- Slabtown.
- Backyards.

An upgrading programme for the IDP period is in place for Langrug Mandela City Enkanini.

5.5. COMPREHENSIVE INTEGRATED TRANSPORT PLAN

The National Land Transport Act (NLTA), Act 5 of 2009, requires “Type 1” planning authorities (the country’s major cities and towns (including Stellenbosch Municipality), to prepare Comprehensive Integrated Transport Plans (ITP). Generally an ITP is considered as a mechanism by which planning authorities can plan for, develop, manage, integrate and provide for all modes of transport in their areas of jurisdiction.

CITPs must, inter alia:

- Enhance the effective functioning of cities, towns and rural areas through integrated planning of transport infrastructure and facilities, transport operations including freight movement, bulk services and public transport services within the context of IDP and land development objectives.
- Direct employment opportunities and activities, mixed land use and high density residential development into high utilisation public transport corridors interconnected through development nodes (thereby discouraging urban sprawl).
- Give higher priority to public transport than private transport by ensuring the provision of adequate public transport services and applying travel demand management measures in a manner that provides incentives for sustainable mobility management.
- Maintain and further develop road infrastructure so as to improve travel by all road-based modes of transport where appropriate.
- Acknowledge and, where necessary, plan for the role of appropriate non-motorised forms of transport such as walking and cycling.

Stellenbosch completed a five-year CITP in 2010. The work was supported through structured public participation with other spheres of government, industry stakeholders and citizens.

5.5.1. Transport needs assessment

Key issues and concerns related to transport identified in the CITP are:

- The University of Stellenbosch campus, in terms of its staff, students and operational practices, has an undeniable, immense impact on the municipality’s road and transport networks.
- In the recent past the university and municipality have been grown substantially, resulting in structural deficiencies in the capacities of the road and transport networks.
- There is very little cheap land available in Stellenbosch and its environs for either open parking lots or elaborate new road schemes.
- Non-motorised transport projects are of extreme importance for the town of Stellenbosch as the modes of cycling and walking provide basic mobility to the student population.

- During normal university lecture times, available parking is at a premium throughout the town, with vehicles parked legally and illegally on every available piece of land.
- Although some sections of the local population make use of public transport to access job opportunities in Stellenbosch, public transport use is very low compared to private care usage.
- There are large numbers of commuters that cross the municipal boundaries of Stellenbosch every day to access their places of work (there is also a small contra flow out of town).
- Large volumes of freight traffic using “local” roads.
- The transportation systems and patterns within the Stellenbosch Municipality are undeniably linked to the immediately adjacent Cape Town Metropolitan Area.

5.5.2. Proposals of the CTIP

Core proposals of the CTIP are:

Public transport

- Roll-out of a number of public transport interchange projects to serve existing operations.
- Assisting the University of Stellenbosch to implement its public transport and shuttle services.
- Compiling a final feasibility study to design public transport services for Stellenbosch, integrating the current public transport proposals of the municipality and university (January 2015 should be the target for the implementation of integrated services).
- Negotiations with the taxi industry to include current operators in the future integrated operations need to commence shortly.

Transport Infrastructure Strategy

- Adoption of a Parking Strategy, integrated with non-motorised and public transport plans, and focused on centralised parking facilities dispersed within the outer edge of Stellenbosch town.
- Formation of a Parking Strategy Implementation Group to drive planning and implementation of the Parking Strategy across municipal functional areas and in partnership with other stakeholders.
- Implementation of key municipal road projects, including:
  - Intersection upgrade of Van Reede and Strand Streets.
  - Intersection upgrade of Lang/Helshoogte and Adam Tas Streets.
  - Intersection upgrade of Merriman Avenue and Adam Tas Street.
- Cooperation with the PGWC and the Cape Winelands District Municipality on the planning and execution of the programme to construct, rehabilitate, maintain and upgrade Provincial roads in the municipal area.
- Joint work with the PGWC and the Cape Winelands District Municipality on further feasibility and impact studies related to the possible construction of the proposed western route to alleviate congestion along the R44 and the R310.
- Ongoing maintenance of various signalised intersections within the municipal area.
- Ongoing maintenance of municipal roads.
- Ongoing upgrading of the municipality’s 27km of roads which are not surfaced and other major roads with substandard walkways.

Travel demand management

- Preparatory work to explore the establishment of pedestrian and non-motorised priority areas within the town of Stellenbosch (the campus area historic core of Church and Andringa streets).
- Completion of the CBD/Kayamandi/Cloetesville non-motorised transport project. development area in the public centre of Stellenbosch.
- Implementation of a network of cycle routes to complement the cycling initiatives of the university.
- Support for the introduction of pilot shuttle services by the University of Stellenbosch.
- Introducing appropriate parking charges on both the university campus and the downtown area of Stellenbosch.

Freight logistics strategy

- Together with the PGWC, on-going interaction with Transnet on ways to shift road based freight traffic to rail.
- Interaction with the PGWC on the construction of a further weighbridge and holding area in the vicinity of Stellenbosch.

Traffic Safety

- Regular liaison with the Traffic Department in relation to high accident areas and support for traffic safety programmes (including education programmes and safety at public transport interchanges and parking areas).

Management of the CITP

- Annual updating of the CITP, programme and projects schedule and budgets.

5.6. INTEGRATED WASTE MANAGEMENT PLAN

The Stellenbosch Municipality has an agreed Integrated Waste Management Plan (IWMP). The plan was reviewed and updated in 2010 and a final assessment of alternatives presented in the plan was completed in February 2011.

The plan has been prepared in terms of the requirements of the National Waste Management Strategy (March 2010) and considers:

- Waste disposal.
- Education and awareness raising.
- Enforcement and by-law requirements.
- Organisational arrangements.
- Waste information management.
- Waste minimisation, re-use and recycling.
- Waste collection and asset management.
- Waste treatment.

The IWMP is presented in three parts:

- Part A contains baseline information and an in-depth review of the current status of the Stellenbosch Municipality. This phase of the project includes baseline information.
- Part B is a summary of the gaps and needs.
- Part C assesses the gaps and recommends suitable alternatives with concomitant priority status. Preferred alternatives are provided with an implementation plan and monitoring framework.

Priority issues identified are:

- Proper staffing and allocation of financial and human resources for the Waste Management department.
- Existing landfill site closure and alternatives to achieve compliance with current legislation.
- Waste minimisation and education to ensure more responsible waste management.
- Reducing waste quantities to landfill.
- Waste information management and in particular waste data at landfill site and the provision of adequate services at the landfill site to ensure proper management of the site.
- Capacity building where staff are equipped to deal with critical waste management aspects.
- Need for a regional facility and alignment with Cape District Municipality planning.
- Involvement of industry in waste minimisation and responsible waste management.
- Review of tariff policy and fee structure to ensure cost recovery.
- Review and update of fleet requirements and alignment with current needs.

The Devon Valley waste disposal site and its life span is one of the critical decision areas for the Municipality. This process is not straightforward since the provincial authorities will determine, through an authorisation and licensing process, what decisions will have to be taken. Alternative considerations will need to take into account options such as drop-offs, transfer stations as well as a regional facility with the Winelands District Municipality in addition to the expansion of the landfill site.

Another area of focus for the municipality is waste minimisation. Alternatives which are being proposed include economic and political instruments such as green taxes, recycling subsidies and financial incentives for waste generators (e.g. pay-as-you-throw policy measures).

The inclusion of public private partnerships, community involvement and alternative technologies are crucial and the appropriate mix will have to address the needs of the Municipality accurately.

There is a fundamental need to capacitating the community, private sector as well as municipal officials on best practice in waste management. Various alternatives in this regard have been proposed, but importantly, an integrated approach will need to be realised.

5.7. ELECTRICAL MASTER PLAN

The Stellenbosch Municipality prepared an Electrical Master Plan in 2006. The plan aims to provide the Stellenbosch Municipality with a clear view and long-term plan for the development of electrical infrastructure required to support the envisaged demand growth in Stellenbosch and

surrounding areas. It also evaluated the long-term viability of existing infrastructure and expansion and refurbishment requirements thereof, where new infrastructure should be located and what components, either existing or new, will be required.

The Electrical Master Plan comprises the following main elements:

- Documented assessments of primary equipment at all 66/11kV substations and 11kV switching substations within the municipal area.
- Site specific assessments to provide a systematic estimate of the life remaining in substation facilities, and planning to extend the life of facilities to meet future needs.
- Development of a geographical load forecast based on regional demographic and historical load growth patterns (as informed by the SDF). The anticipated long-term load forecast was directly used as input to the expansion plan.
- Development of network strengthening and expansion options and technical evaluations to ensure that load and performance criteria are met over the short, medium and longer term (2025).
- Preparation of cost estimates of the technically viable expansion and strengthening options.

The Electrical Master Plan is regularly updated and is used in medium term project planning, prioritization and budgeting.

5.8. WATER SERVICES DEVELOPMENT PLAN

As a Water Services Authority (WSA), the Stellenbosch Municipality has a duty in terms of Sections 12 and 13 of the Water Services Act (Act No 108 of 1997) to prepare and maintain a Water Services Development Plan (WSDP). The municipality prepared a comprehensive WSDP in 2007. An update was prepared in the 2011/2012 financial year, incorporating new national guidelines. As part of the WSDP “package”, the municipality maintains:

- Water and Sewer Master Plans
- Water Safety Plan
- Drinking Water Quality Sampling Programme
- A Water demand Management (WDM) Strategy

Key findings of the WSDP are:

Basic services and level of service

- There is no basic water and sanitation services backlog in the urban areas of the municipality. A small number of the households on the farms in the rural areas are still without basic water and sanitation services.
- The clinics, hospitals and schools in the municipal area have adequate and safe water supply and sanitation services.
- All indigent households receive free basic water (the first six kilolitres of water) and sanitation services.
- All the formal households in urban areas of the municipality are provided with water connections and waterborne sanitation facilities inside the houses (higher level of service). Communal standpipes and ablution facilities are provided in the informal areas as a temporary emergency service. Communal standpipes represent the weakest part of

a network's water supply services. Standpipes are often constructed in ways that cannot withstand excessive use (and abuse) and are often neglected in terms of operation and maintenance, adversely affecting the health of its already vulnerable and poor users.
- A sustainable type of water and sanitation facility needs to be provided to the households on the farms, with current services below RDP standard. SM is committed to support the private landowners as far as possible with regard to addressing the current services backlog on the farms in the rural areas, as identified through the Cape Winelands Rural Survey of Service Levels.

Water supply and accommodating growth

- Detail water balance and future water demand projection models were developed as part of the WSDP process, in order to adequately plan for the augmentation of the existing water sources.
- The municipality is currently busy with the updating of the Service Delivery Agreements with the CoCT for the provision of potable bulk water to some of the towns in the municipal area.
- For Stellenbosch, Franschhoek, Dwarsrivier, Klapmuts and Raithby, the existing water distribution system has insufficient capacity to supply the future water demands for future growth potential.
- From a Water Services perspective, the most significant challenges are the augmentation of the existing water sources, the replacement and upgrading of old infrastructure to accommodate development, the provision of sustainable basic services to informal settlements, and to ensure the provision of basic services to rural communities located on private farms.

Maintenance of infrastructure

- Both water infrastructure and sanitation infrastructure require serious remedial investment. About 38.6% of the water supply infrastructure is in a poor or very poor condition and the condition backlog is in the order of R324.8 m. The bulk of the backlog is made up of the water reticulation pipeline assets. About 43.4% of the sanitation infrastructure is in a poor or very poor condition and the condition backlog is in the order of R283.4 m. The bulk of the backlog is made up of the sewer reticulation assets and the Stellenbosch WWTW.
- An Infrastructure Asset Register is in place for all water and sanitation infrastructure. It is critical that an Infrastructure Asset Management Plan is developed and implemented, based on the principle of preventative maintenance to ensure that damage to assets is prevented before it occurs. Assets must be rehabilitated and/or replaced before the end of their economic life and the necessary capital funds must be allocated for this purpose. Maintenance activities have been increasingly focused on reactive maintenance as opposed to preventative maintenance.

Current infrastructure projects

- The upgrading of the Paradyskloof WTWs and the Stellenbosch WWTWs are currently taking place. The other WWTWs are also being refurbished, with a Risk Reduction Action Plan that is being implemented, in order to improve the performance of the existing WWTWs and to ensure that the treated effluent discharged from the WWTWs complies with the legal requirements.

Water Demand Management

- Although the municipality has a five block step tariff system which discourages wasteful or inefficient use of water the implementation of comprehensive Water Demand Management interventions has been limited, primarily due to a lack of human resource capacity to undertake the necessary work and budget constraints.
- The municipality needs to actively implement the WDM Strategy in order to reduce the current percentage of non-revenue water as far as possible and to keep the future water demand as low as possible.

Climate change

- In terms of adapting for climate change, water systems will need to be more robust and new/alternative sources of supply may need to be found. Increased skills will be required from water managers and long-term water projections are required. Although an overall decrease in rainfall is generally not forecasted, increased variability in the climate and frequency of extreme events, as well as increased temperature and wind could have an impact on water sources, particularly surface waters. It is therefore advisable for the municipality to maintain a conservative approach to the management of water sources, including:
  - Establish assurance of supply levels of all water sources.
  - Increase assurance of supply of the water resources by ensuring that there is at least 10% additional capacity (headroom), when considering the maximum 24 hour demand on the peak month of the year.
  - Not undertaking new developments unless a proper investigation of the implication on water sources and sustainability in the long term has been undertaken.
  - Vigorously implement WDM measures, especially in terms of increased water efficiency, frequent monitoring of the water supply system, from the sources to the consumers, and regular and adequate system maintenance and repairs.

Blue Drop Awards have been awarded for four of the municipality's five Water Supply Systems. Three awards were received with the City of Cape Town who supplies water to these systems from where Stellenbosch manages distribution to end users. A further Blue Drop award (the fourth consecutive award) was achieved for the Stellenbosch Water Supply System, reflecting water treated by the municipality's Idas Valley and Paradyskloof Water Treatment Plants. The Department of Water Affairs acknowledged this exceptional performance by awarding a silver award to Stellenbosch.

The municipality did not receive a Blue Drop Award for the Franschhoek Water Supply System that receives water from its own Franschhoek Water Treatment Works. This was anticipated because of certain infrastructure issues in this system. Projects have been initiated to address these issues.

5.9. DISASTER MANAGEMENT PLAN

Stellenbosch Municipality has a Disaster Management Plan which was completed and agreed to by Council in 2004. The municipality believes that the current plan requires a thorough review as it is not sufficiently strategic, lacks tactical focus and is not user friendly. The new plan is scheduled to be tabled before Council in 2011, but resource constraints has meant that the work has not yet started (a consultant budget of approximately R1.5 m is required). Given the current

situation, the administration has agreed to work with the Winelands District Council – who has a recently completed preparation of a “best-of-breed” Disaster Management Plan – to undertake an interim review of the Stellenbosch Municipality Disaster Management Plan before mid 2012. This exercise will not only ensure improved disaster management readiness but also serve to enrich and specify a clear brief for the review proper.

The Stellenbosch Municipality’s Traffic Operational Plan, aligned with the National Rolling Enforcement Plan is in place and reviewed annually. The Stellenbosch Municipality Safety Plan, prepared in partnership with the SAPS, Neighbourhood Watch and private sector security industry, is in place and updated on a four-monthly basis. This plan includes a Festive Season Plan.

5.10. LOCAL ECONOMIC DEVELOPMENT STRATEGY

A Draft Local Economic Development strategy was prepred for the Stellenbosch Municipality in 2008. The Draft Strategy summarises the key economic development challenges and opportunities within the municipal area as:

- The need to continuously grow the local economy through niche sectors such as services, tourism, agri-processing, wood processing and the informal sector.
- The need to increase participation, in particular of the poor and other marginalised groups (women, youth, the disabled, and those experiencing geographic exclusion) in mainstream economic activity.
- The critical need for human resource development, both in term of those with limited skills and education as well as ensuring that high level skills are developed, attracted and retained in the area, in order to grow the local economy.
- Dramatically changing the largely racially based land-use pattern and encouraging the location of new economic opportunities where the poor are located and also locating the poor where current economic opportunity exist.
- Mobilising private, public and community resources (institutions, funding and finance) towards growing the local economy.
- Harnessing municipal resources and activities such as procurement, spatial planning, utility service provision, land reform and its sphere of influence to achieve its strategic developmental goals.
- Directing municipal expenditure, both capital and operating, in a manner that creates confidence for the private sector to continue to invest in Stellenbosch and also improving the living standard of all its residents and in particular those who are marginalised.
- Ensuring that the economic benefits from transformation initiatives such as land reform, property development, and so on accrue to the broadest possible number of beneficiaries, in particular those that are poor.

The following focus areas and strategies for local economic development are proposed:

- Initiatives which support growth in the niche sectors with significant growth potential, i.e. services, tourism, agri-processing, wood processing, informal sector and construction.
- Spatial areas where growth can best be achieved, produce can be processed (i.e. the CBDs of Stellenbosch and Franschhoek) as well as areas where the greatest needs exist, including Kayamandi, Cloetesville, Idas Valley, Pniel, Johannesdal, Kylemore, Languedoc, and Klapmuts, etc). The emphasis should be on the activities the

municipality can engage in to change the space economy (specifically land use planning and engineering infrastructure).

- Education and skills development in relation to the niche sectors identified.
- Support for small businesses, the informal sector and emerging entrepreneurs.
- Enabling sustainable livelihoods*, addressing* poverty reduction and social welfare support.
- BBBEE, procurement and land reform*,* addressing issues relating to transformation and economic empowerment within the context and capacity of the municipality.

The Local Economic Development Strategy is currently under review. Structured engagement with key stakeholders representing different sectors of the local economy forms an integral part of the review process.

5.11. THE RELATIONSHIP BETWEEN SECTOR PLANS

Sector plans need to support and reinforce each other to have meaning and assist in sustainable development of the municipal area. The table below illustrates how different key sector plans inform and direct each other.

	Spatial Development Framework	Zoning Scheme	Housing Plan	Integrated Transport Plan	Infrastructure Master Plans
Spatial Development Framework		Defines nature and form of urban development needed	• Identifies municipal growth direction • Identifies areas to be protected (e.g. agriculture and nature) • Identifies areas for economic development • Identifies housing priority areas	• Identifies municipal growth direction • Identifies areas to be protected (e.g. agriculture and nature) • Identifies areas for economic development • Identifies housing priority areas	• Identifies municipal growth direction • Identifies areas to be protected (e.g. agriculture and nature) • Identifies housing priority areas • Identifies areas for economic development • Identifies Infrastructure priority areas
Zoning Scheme	Translates nature and form of urban development needed into supportive regulations		Provides for overlay zones meeting the specific requirements of different human settlements	• Provides for land use regulations that supports public transport • Indicates extent of land use right requiring services	• Provides for land use regulations that supports efficient infrastructure provision • Indicates extent of land use right requiring services
Housing Plan	Identifies current settlements and interventions which should be accommodated in future planning	Identifies nature and form of human settlement development which is affordable		Identifies current settlements and interventions which should be accommodated in future planning	Identifies current settlements and interventions which should be accommodated in future planning
Integrated Transport Plan	Identifies transport and roads priority areas	Identifies ideal route classification	Identifies transport and roads priority areas		Identifies transport and roads priority areas
Infrastructure Master Plans	• Identifies existing infrastructure capacity /constraints • Identifies interventions required to support growth/infill	Identifies existing infrastructure capacity /constraints	• Identifies existing infrastructure capacity /constraints • Identifies interventions required to support growth/infill	• Identifies existing infrastructure capacity /constraints • Identifies interventions required to support growth/infill	

6. REFLECTION, CHALLENGES AND OPPORTUNITIES

As an introduction to preparing the overall strategic direction and focus of the Stellenbosch municipality for the next five years, the sections below reflect on challenges and opportunities to be addressed, informed by the current reality of life and service delivery in the municipality, key policy directives, the expressed needs of citizens and interest groups, and key findings of various municipal sector plans.

6.1. REFLECTION

Our region and towns – the bigger towns of Stellenbosch and Franschhoek, smaller villages, historic farms and impressive valley and mountain landscapes – are imprinted in the minds of many people and nationally and internationally known for of its environmental richness, history, status as a place of learning and cultural heritage. Many have engaged with what we offer, for a period during a visit or as a student, or a lifetime as a citizen. These engagements have been enormously rich in opportunity and filled with good memories.

We still offer opportunity; we still impress and make inroads in learning, in industry of different kinds, and in the tourism sector. As the thirteenth largest urban economy in South Africa, and the second largest after the City of Cape Town in the Western Cape Province, our regional and national contribution to growth and development is significant.

Yet, we also appear to be at a crossroads. We appear to be at a point where our challenges are of a nature where if we do not address them now, we can lose what is special about Stellenbosch. We are approaching a point where many citizens have difficulty – in varying degrees – engaging with their place of residence, learning and work. Some struggle to survive and have no access to safety, a house or a job. Others find it difficult to get to work or drop children at school, given transport problems. Wealth, in itself, does not appear to assist – both the wealthy and poor are affected in different ways.

Much work has been done to ascertain and measure our challenges – whether of a global, regional or local nature. Some of them we all experience on a daily basis; they have become part of our lives. Let us highlight a few:

The environment and heritage …

Globally, we know that our environment is increasingly under threat in different ways. We also see it in the Greater Stellenbosch area. Development has meant the loss of many hectares of valuable agricultural land, and some pristine nature areas have been scarred or have become less accessible for everyone to enjoy.

Spatially, the outward growth of major towns – specifically Stellenbosch and Franschhoek – into surrounding agricultural and nature areas has diminished opportunity to address our challenges. We have undermined a valuable biodiversity resource, not only as a context for tourism, but also as cultural heritage, a sacred space for healing, and the provider of valuable eco-system services such as clean water, clean air, and erosion prevention. Poorly controlled suburbanisation and land use change of farms, has resulted in its non-productive use and

displacement of work and people. Their needs for jobs and shelter now have to be met elsewhere.

The ad-hoc growth of specific centres and the connection of centres into "strip" developments along major routes disperse opportunity and increases car dependence.

Our towns are losing its historic character, not only in terms of built form, but also activity. Although new activity in the historic centres of our towns attracts tourists, these activities often bear little relationship to our unique heritage, creativity and diversity.

Unequal access to opportunity …

We have seen the growth of "exclusively" poor areas, independent of existing settlements and non-residential opportunity. Existing poor areas, already limited in facilities which are often over-utilised and poorly maintained, accommodate all new growth in affordable shelter.

Inadequate shelter …

We have a current and future "shelter" backlog of 45 000-50 000 units, half of which is for middle and upper income households. Over the last ten years Kayamandi has more than doubled its population. Cloetesville has also almost doubled in size. As the population has grown, the release of land for development and housing has not kept pace.

Housing has become so expensive that many of those who work here commute from outside our area. For others, the most basic shelter – even if temporary – remains an unattainable dream.

Poverty and joblessness …

We have not dented unemployed or made significant progress in increasing access to livelihood opportunities for poor families. The ever increasing international oil prices are continuously putting upward inflationary pressures on our local economy. This, coupled with the use of maize and other traditional staple food sources for bio-fuels is rapidly making food unaffordable for most, already hard-pressed families.

We have failed to encourage people to farm again, not only providing food security but producing a surplus that meet the needs of the town.

Crime, fear and mistrust …

Crime has become serious – also in sacred public places like cemeteries and evidence of social disintegration is visible in our streets. The result is mistrust, increased withdrawal into private lives, "gatedness" and failure to work together for a better future.

Infrastructure stress …

Our infrastructure is under serious stress. Apart from national energy provision problems, our own distribution capacity is almost at peak in most areas. The solid waste disposal site and sewerage works is almost at capacity. The environment pays the price as sewage pollutes the rivers and water tables.

Road congestion is serious in key places during peak hours. Publicly provided public transport, considering that the majority of our people walk to places of work and residence, is almost non-existent.

Stretched municipal resources …

We have limited municipal resources; our current capital and infrastructure investment budget appears inadequate. It is estimated that meeting infrastructure needs for roads, solid waste and sewer services alone over the next five years could amount to over R700 million.

An ill-prepared municipal institution …

The Municipality cannot address Stellenbosch's challenges on its own, not only because of limited resources, but also because it doesn't control all the variables impacting on development and management in the town and does not necessarily have the full range of competencies for the task. It remains very much an institution geared to delivering a set of defined services – focused on infrastructure and maintenance – within a known, slow-changing context. Political discontinuity has also not assisted in attracting and developing a strong administration.

Untapped energy …

Within a context of resource constraints, partnerships are frequently mooted as an option to assist with municipal service delivery. Although Stellenbosch is blessed with strong intellectual, community and business competency, we have not tapped this resource sufficiently to work with us in meeting our challenges.

6.2. A SUMMARY OF CHALLENGES AND OPPORTUNITIES

The high-level challenges and opportunities of the Stellenbosch municipality can be summarised as follows:

STRENGTHS	WEAKNESSES	OPPORTUNITIES
Governance		
• The prospect of political continuity and working across party lines towards meeting common community objectives	• Political discontinuity has inhibited follow-through on key programmes • The past behavior of leadership has created mistrust in political leadership	• Partnerships in service delivery have not yet been fully explored • Leadership has an opportunity to re-establish trust across all sectors of the municipality by following through on key programmes and projects
Administration		
• The cost of staff comprises a relatively low proportion of overall costs • Strong management skill and leadership potential exists at middle management level (enabling succession planning)	• Administrative discontinuity has inhibited follow-through on key programmes	• Opportunities to use strong middle management capacity to undertake tasks beyond normal job designations • Communication with citizens could be improved considerably
Municipal finance		
• The municipality is rated highly for financial prudence	• Inadequate resources to meet foreseen infrastructure and housing need	• A record of financial prudence could be employed as a stage for expanding the extent and scope of resources available to address critical service delivery issues

The environment		
• A highly valuable natural environment	• Inadequate staff resources to undertake environmental management functions	• A community willing to invest in/ contribute to environmental management • New approaches to environmental management have been implemented (e.g. Adopt-a-River) which could be expanded
Spatial development		
• An existing structure of dispersed settlements located on major rail and road routes	• Accommodating all new growth in the largest towns results in sprawl, more pressure on already needy areas, and a loss of agricultural opportunity and tourism/scenic value	• Considerable infill opportunity exists (as shown in the SDF) to accommodate current and future need within existing towns and villages, thereby curtailing urban sprawl
The economy		
• The area's climate and soils are supportive of agriculture • Stellenbosch municipality has the potential for more growth • The local economy is diversified across the primary, secondary and tertiary sectors, and well served by regional air, rail and road infrastructure • The area has unique natural, scenic, and cultural attractions, diverse hospitality, recreational and leisure facilities, and established tourism infrastructure • The municipality owns large "commonage" areas, comprising productive agricultural land • The municipality is home to a number of major corporations • Very strong research and development capacity exists	• There has been limited transformation of the rural/agricultural economy in terms of land and agrarian reform • The formally developed urban economy contrasts strongly with the informal under-developed township economy • A lack of local economic development information inhibit smaller entrepreneurs to respond to opportunity	• The extensive municipal commonage could be employed to a greater extent to facilitate economic development and make connections between established and emerging farmers • Partnerships with the business, tourism sector and university could be strengthened further (with the municipality playing a facilitation role)
Housing, living conditions, and public facilities and services		
• Limited backlogs in basic service provision	• A high incidence of farm evictions places additional stresses on municipal service provision • Housing "backlogs" far outstrip available resources or technical capacity to deliver • Slow pace of housing delivery for low-income and "gap" sectors • The administration as a whole is not geared to contribute to in-situ upgrade of informal settlements	• The in-situ upgrading of well-located informal settlements is a more viable option to providing new housing to residents of these communities • Considerable infill opportunity exists (as shown in the SDF) to accommodate current and future need within existing towns and villages • New approaches to local area management have been implemented (e.g. area cleaning) which could be expanded
Infrastructure		
• Strong basis of existing infrastructure and networks	• Failure to rehabilitate infrastructure specifically poses the risk that ongoing deterioration will escalate to uncontrollable proportions, with considerable impact on citizens, the	• A dispersed settlement pattern of villages and towns offer the opportunity to explore alternative infrastructure provision for smaller places • Considerable pressure on existing

	economy of the area, and the image of the municipality	infrastructure could be released through implementing demand management strategies
Community safety		
• Strong community safety partnerships exists with SAPS, the district and private/community sector service providers	• Inadequate traffic enforcement • Inadequate facilities for vehicle testing and impoundment • Inadequate fleet and essential equipment • Inadequate staff to man essential services/ facilities	• Partnerships with private/community sector service providers could be strengthened

7. OUR STRATEGY AND WAY OF WORK

The sections below reflect where we want to be as a Municipality and Greater Stellenbosch area, what we do, and how we work as a municipality.

7.1. RETHINKING WHERE WE WANT TO GO AND WHAT WE DO

We must STOP; PAUSE; ENGAGE WITH EACH OTHER; AND RE-DESIGN …

The new political leadership has been in office for six months, have had time to observe where shortcomings exist, what we do well, and where there is unexplored opportunity. It is appropriate to take stock now and plan ahead for the remainder of the term of office, also considering critical issues to be addressed which may direct the municipality beyond the term of office.

We must reflect on how we want to proceed into the future and what we need in terms of resources, way of work, and processes, to achieve that. We need to a design for the house we want to build, what its main rooms will be, what materials we need, and what milestones we want to achieve during the building process.

The IDP is the ideal instrument to accommodate this process, as is the statutory requirement to prepare one now for the period 2012-2016.

It is also opportune to reflect, think and re-design where we want to be, what we do, and how we work as a municipality now that the greater Cape Town area will be the World Design Capital in 2014. Although most people would consider design as related to art and artists, the initiative is about much more. It is about re-designing the way we live, our attitudes, our institutions, service delivery process; in fact all of what we do and how we do it in the Greater Stellenbosch area. Our status as World Design Capital gives impetus and an important milestone to initiatives to consider where we want to be and how we live and work.

In our reflection, we have considered:

- The state of the municipality today, and important demographic and socio-economic trends.
- The views of citizens, within the Greater Stellenbosch area as whole, as distinct parts of the municipality, and as representatives of significant sectors that make up the municipal area.
- Important global, national and regional policy directives.
- The findings of sectors planning initiatives.
- Our own discussions as a municipality, specifically between political and administrative leadership, on where we are, what we have done well, and where we can do better over the term of office.
- The review by the Provincial government of our previous IDP, and the inputs of numerous functional area-specific interactions between the administration and colleagues in the Provincial government, district municipality, and adjoining municipalities.

7.2. OUR VISION

We describe the vision of where we want to be as a municipality and the Greater Stellenbosch area as:

“Greater Stellenbosch: a world class university town which delivers excellent services to all its citizens”

This means that we will work to establish the Greater Stellenbosch area as:

- A sustainable municipality that offers a future to our children and their children.
- A dignified municipality that is tolerant, non-racist and non-sexist.
- An accessible municipality that extends the benefits of urban society, our history, institutions, and enterprises to all and builds the capacity of its people.
- A credible municipality that is well governed and trusted by its citizens and partners.
- A competent municipality with appropriate skills to deliver needed services, associated capabilities and a competitive edge and learning culture.
- A safe and caring municipality that cares for its citizens and values the safety and security of all who live, work, and play in it.
- A prosperous municipality known for its ability to compete globally and its commitment to tackle issues facing its broader region and world.
- A municipality known for its leadership, willingness and commitment to work in partnership with others.

7.3. OUR MISSION

It is our mission to offer the people of the Greater Stellenbosch area:

- Trustworthy, accountable, efficient and transparent municipal governance.
- Responsible decision-making and processes on the allocation of public money and resources.
- Dignified and meaningful engagement with municipal structures and service areas.
- Opportunities to help shape the future of the municipality.
- The opportunity to benefit from national, provincial and local partnerships and cooperation.
- Equitable, affordable and sustainable municipal services.
- Fair access to the benefits of urban society and capacity building opportunities.
- The opportunity to contribute to global, national, provincial, regional, and local economic growth and development.

7.4. OUR VALUES

In all of our work and engagements, we subscribe to the following values:

Integrity: We undertake to perform the functions and operations of the Municipality in an honest and ethical manner.

Accountability: As servants of the public we accept that we are liable to be called to account for all that we do.

Respect: We will treat all our councillors, colleagues, customers and business partners with the utmost dignity and respect. This we will do irrespective of their economic status, race, gender, religion, political affiliation, language or place of origin.

Excellence: As an organization and individually, we will consistently strive to deliver services of the highest standard. Our aim is to exceed the expectations of our customers.

Innovation: We will continuously review our systems, procedures and processes to make them less bureaucratic and more responsive to customer needs. We will acknowledge and reward initiatives which show creativity and ingenuity.

7.5. OUR OVERARCHING STRATEGY

Our overarching strategy is illustrated in diagram 7.

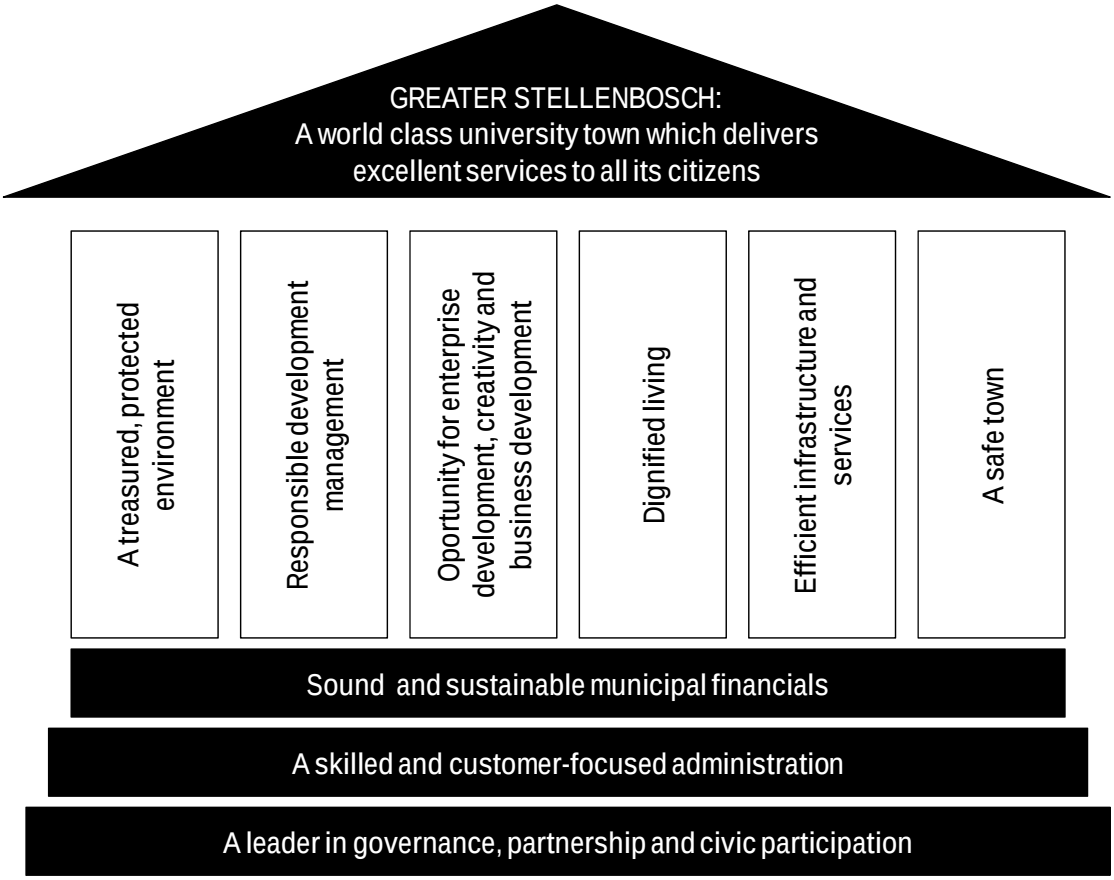


Diagram 7: Illustration of the Greater Stellenbosch area's overarching strategy

To achieve our vision we believe that we should pursue nine broad strategic goals. Broadly, the nine strategic goals can be grouped into two clusters.

The first cluster relates to what we call "foundation" issues; the basis for all our work without which nothing is possible. The foundation strategic goals are:

7.5.1. A leader in governance, partnership, and civic participation

As more people become urbanised, towns and cities have become increasingly important foci of political and economic power and service provision. As the 13th largest economy nationally, the Greater Stellenbosch area and municipality is a significant seat of power and deliverer of services. Deciding what to do, when, where, and to whose benefit, is however, a difficult task. The range of services to be provided is wide in scope, and the needs of citizens and enterprises vary significantly. Given the depth of need in many communities, resources are limited, and tough choices have to be made. To succeed, municipalities have to develop appropriate policy and decision-making structures, plan carefully for the long and short term (across territorial areas and sectors) ensure synergy between the work of the political and administrative spheres of the municipality, their own work and that of other spheres of government, civil society and the business sector, communicate well, and monitor processes and procedures in a structured manner. Importantly, excellence in service delivery contributions, external and internal to the organization, need to be recognised and built upon.

7.5.2. A skilled and customer focused administration

We cannot deliver in the needs of our citizens without a skilled and customer focused administration in all the different functional areas and at all levels of the municipality. Given rapid change in all facets of society, the opportunity must exist for staff to develop their skills, whether in specific functional areas or management. To ensure best use of public resources, regular performance management is essential. Information must be readily available, and contact between citizens and the municipality should be responsive and as efficient as possible.

The facilities which house the administration also needs to be organised in a manner which facilities integrated and joint work between staff and between staff, political leadership and other sectors of the community.

7.5.3. Sound and sustainable municipal financials

A sound financial basis is central to implementing any strategy. The Greater Stellenbosch area is no exception. In order to deliver in the needs of its citizens, the municipality is required to manage revenue streams in a sustainable manner. It also needs to ensure that funds available are utilised for identified projects and that "value for money" is achieved. In procuring goods and services, ethical conduct is essential to ensure the integrity of the municipality. Most importantly, the use of municipal resources must support agreed upon objectives; in other words, the municipal budget and on-going expenditure must be strategy-led.

The second cluster of strategic goals relate to the kind of services we offer to communities; the broad service delivery goals of the municipality. The service delivery goals are:

7.5.4. A treasured, protected environment

A concern with the conservation, management, extension and improvement of the natural resource base of the municipality is not elitist or a nice-to have. There are a number of dimensions to the environment which underlie its importance for the Greater Stellenbosch area and for the people living within it. The first is an ecological dimension, which recognises that the

natural environment and its processes provide the setting upon which, and the basic resources within which, human life is played out. The second is an economic and productive dimension, which recognises that the natural environment underpins a vitally important tourism and agricultural economy. The third is a psychological, social, and recreational dimension, recognising that human life is qualitatively affected by a sense of place, and the need for places of “escape” from urban life. The fourth is a cultural, recognising the inextricable relationship between the characteristics of a place, peoples’ activities in that place, and the emergence of cultural expressions and forms.

7.5.5. Responsible development management

There are at least three reasons why spatial direction is important. Firstly, we live our lives in geographic space; how activities and infrastructure are organised in space fundamentally impact on people’s access to opportunity. For example, prioritising new urban development on agricultural land may harm the overall viability of agriculture and food security of an area. Another example is the location of housing for poor people far away from work opportunities, which impacts on disposable income, work productivity and transport infrastructure provision. Secondly, municipal strategy has over the last decade taken a strong “sectoral” approach. The approach looks at development in sectors such as Local Economic Development Plans, plans for “creative industries”, small enterprises, tourism, and so on. Unfortunately, much of this work is silent on the impact of space on specific sectors and has assisted to hide spatial inequity in our settlements. Thirdly, municipal government has considerable influence over the space economy of settlements. By virtue of its mandate, local government can determine the nature and location of key infrastructure and where settlement is to occur and where not. Local government cannot grow the economy, but it impacts on economic success through the provision and maintenance of infrastructure and how activities are organised in space.

7.5.6. Opportunity for enterprise development, creativity and business development

There can be little doubt that progress in fostering opportunity for enterprise, creativity and business development in our cities, towns and villages is an urgent issue in South Africa. This includes concerns about unemployment, poverty, income inequality, and skills shortages. This strategic goal has two broad dimensions: The first relates to the provision of services to citizens, how these assist them to facilitate development, jobs, and so on. The second relates to the internal working of the municipality, how municipal procurement of services assists in fostering opportunity for enterprise development, creativity and business development.

7.5.7. Self-help action to Dignified Living

All of our citizens should have access to a dignified life; notwithstanding their relative material wealth or background. By that we mean *inter alia* access to shelter, ethical administration of municipal housing, and sufficient choice in housing opportunity for different income groups, including young people. We also mean neighbourhoods with accessible public facilities and services. Support for vulnerable groups – including the youth, women and the elderly – are critical, as is a close working relationship with other government and social agencies that focus on the needs of these groups.

7.5.8. Efficient infrastructure and services

Efficient infrastructure and services lies at the heart of the municipality’s mandate. Infrastructure and services of different kinds provide in the basic livelihood needs of citizens, and also enable

enterprise and business development. Without appropriate, well maintained infrastructure, the Greater Stellenbosch area will fail as a place of living, work and learning.

7.5.9. A safe town

Establishing safety and law abiding behavior in Greater Stellenbosch is an absolute priority. All our efforts to improve services, opportunity and sound financials – including affordable rates – will come to nothing if by-laws are not respected by some, our assets are vandalised or our neighbourhoods, roads, business areas and recreational facilities are not safe. Safety and security, together with cleanliness, is often cited as the most important factors in getting investment into a city or town. A safe and secure Greater Stellenbosch area is thus not only a functional necessity but underpins elements of economic and social development strategies.

The broad strategic goals are unpacked into detailed focus areas, objectives, and short and medium term milestones in part 8. Appendix 3 indicates how strategic goals are aligned to key global, national, provincial and district level policy directives outlined in part 5.

7.6. CORE PRINCIPLES IN EXECUTING OUR STRATEGY

7.6.1. Shared work between political leadership, the administration and community

Our municipality comprises three core components:

- Democratically elected political leadership.
- The administration comprising officials.
- Citizens (as individual, interest groups and organizations, public, community based, and private)

This can best be illustrated as follows:

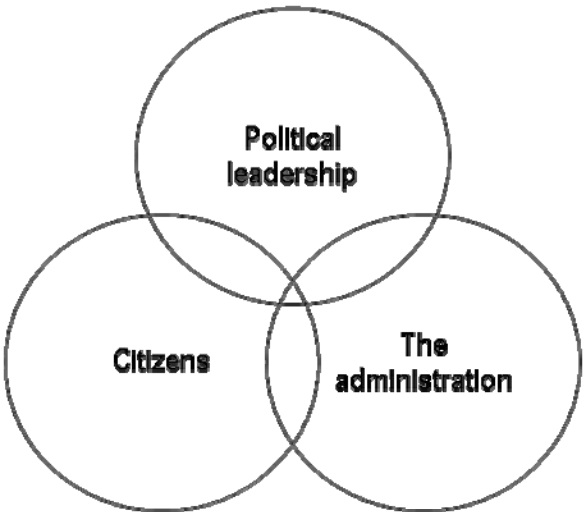


Diagram 8: The "components" of the municipality

For sustainable municipal management, it is critical that political leadership and the administration work closely together. Ultimately, democratically elected political leadership is responsible for policy direction. The administration provides advice and implements policy.

International best practice shows that the only way to do sustainable urban management is to engage in meaningful partnerships with communities where communities take full responsibility for the development of their own neighbourhoods. Stellenbosch Municipality is committed to ensure that real social and economic development of our poorest communities is realised through proper community input and ownership. It is not often realised that "communities" are legally part of the Municipality. This means that local communities cannot simply play the role of critic or passive bystander. It is vital that local communities play an active part in the planning and implementation of projects and programmes in their neighbourhoods.

A component of community participation is focused on ward-based planning where the desired outcome is to have a ward based plan for each of the 22 wards. Ward-based plans are a form of participatory planning designed to promote community action, with clear linkages to the IDP. It mobilises communities and citizens to take responsibility for their own destiny and captures what communities see as their desired outcomes. It also helps speed up the implementation of the IDP. This ensures that the IDP objectives become the collective responsibility of community members, ward councillors, ward committees, the business community, non-governmental and community-based organisations and all other stakeholders in the Greater Stellenbosch. This presents an opportunity for visionary local leaders to implement a shared agenda and show tangible and measurable results through collectively addressing the above-mentioned ward priorities.

7.6.2. Alignment with institutional structures and processes

In many instances, we believe that strategy fails because it is prepared by consultants at arms'-length from accountable municipal officials, or driven by one functional area, and are not appropriately embedded in the "daily work" of all functional areas of municipalities. With this in mind, we have ensured that:

- Broad staff participation informs the IDP.
- The strategy drives performance scorecards in the municipality.
- Meetings of the Mayco and Directors' Forum are structured to include ample time to manage and monitor strategy implementation.
- A regular informal meeting takes places between the Mayco and Directors' Forum where progress on the strategy or specific strategic issues is discussed.

7.6.3. New forms of planning and staff deployment

Traditional strategic planning processes aimed at guiding development and management decisions are time-consuming. Preparing a detailed strategic framework and implementation programme can take months. Unfortunately, these processes do not provide for the "now", for the need to guide decisions today. For municipalities, the "now" has become extremely important. Every month counts. We believe that our challenges have become so significant that if we do not find an integrated and commonly shared response to them fast, we may lose much of what is special about an area and be less prepared to meet future challenges successfully. Often also, we find, that the fact that a strategy is "under preparation", is used as an excuse for inaction or even poor decision-making. The arm's-length approach also appears to neglect local

experiential knowledge – what people know through working with services issues on a daily basis. With this in mind we have:

- Provided for regular, informal but structured engagements between the Mayco and Director's Forum to discuss strategic matters and how to best respond to these issues.
- Formed special teams to deal with urgent, day-to-day issues as they emerge (e.g. area cleaning).

These planning methods bridge the gap between local experiential knowledge, the technical requirements of strategy preparation, and the need for strategic frameworks to be available to deal with immediate decision-making. This process is aimed at getting an initial position through intense, structured information sharing and planning workshops on how to direct development and management of the town. Written up as an initial strategy, provision is made for influencing the decisions of *today* and the nature of further work in a manner which supports the strategy. A framework is also provided for immediate use in directing daily decision-making in support of the strategy. The strategy becomes the broad strategic framework, elaborated in further technical work.

7.6.4. Considering the different investment needs of settlements

Fundamentally, we believe that sustainable management of any settlement requires continued focus on four "investment needs". It has to provide in the *basic needs* of citizens; it has to *maintain its assets* and functions; it has to *provide for crisis and disaster and fix past mistakes*; and it has to *invest productively*, making the settlement better for the future.

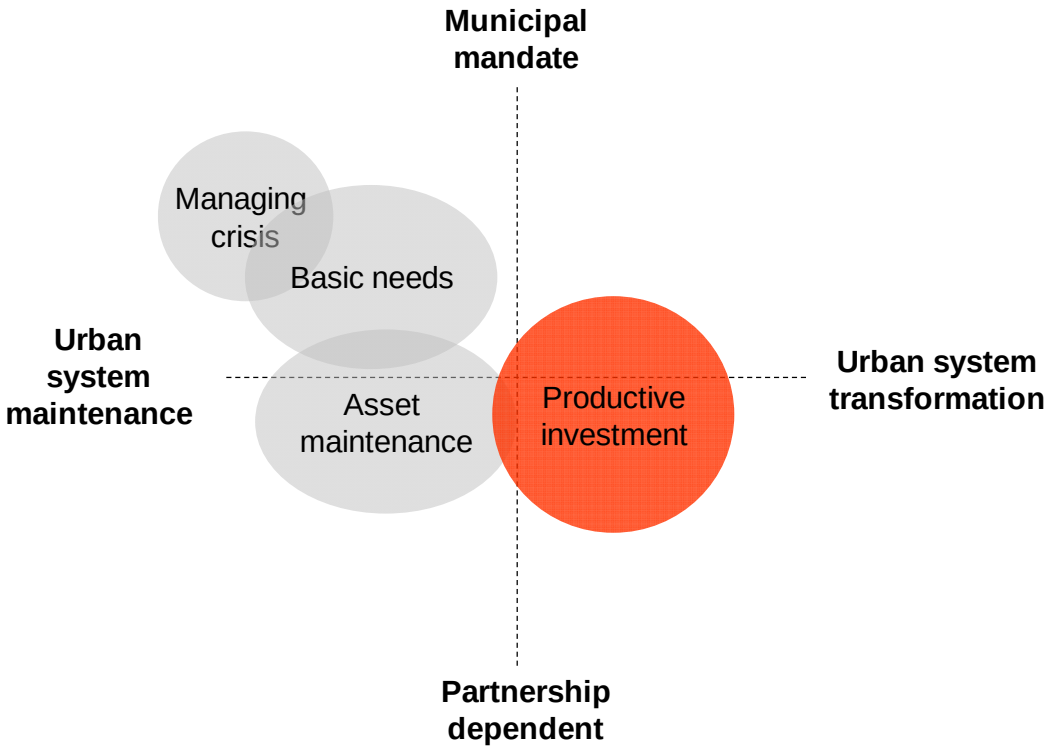


Diagram 9: The "different investment needs of settlements

Successful settlements deal with all four of these investment needs at the same time. This makes for balanced development, allowing for both individual and public needs to be met and for the mistakes of the past to be fixed while preparing for the future. The proportion of resources to be allocated to each dimension need to be determined through policy, informed, in turn, by an understanding of settlement and citizen needs. Settlement needs are critical. Unlike citizen needs, settlement needs relate to the collective needs of the settlement (or part of the settlement), and often includes things that are not politically popular. Major infrastructure maintenance – the kind of service that is not very visible or takes time to manifest if neglected – is a prime example. Many local governments remain stuck in basic needs provision, managing crisis, and asset maintenance; a traditional municipal mandate. As a result, the urban system is merely maintained. What is needed is also a focus on productive investment, requiring new partnerships with the private and community sectors; in this way transforming the municipal area for the better.

We therefore propose that the Greater Stellenbosch IDP considers these different investment needs in detail in the formulation of objectives and short and medium term milestones (as contained in the SDBPs of the different services).

7.6.5. The tools of governance

All spheres of government have a range of tools available to achieve objectives and maintain relationships with citizens, the private sector, other government organisations, the community sector, and so on.

What is becoming increasingly true is that the complexity and interconnectedness associated with achieving desired settlement outcomes in today's settlement context demand the employment of a range of tools – in concert with each other. This differs from the past, where settlement management focused on infrastructure investment for growth, regulating land subdivision, and land use and built environment management.

The paragraphs below outlines the range or "classes" of tools available to government for use in pursuit of its objectives (Adapted from Neilson L, 2002: "Instruments of governance in urban management", Australian Planner 39(2) 97-102).

Policy: *defining/framing the position of government and direction for action in relation to issues where clear choices exist (for example, to focus on private or public transport, to grow a settlement outwards or contain it inwards).*

Plan making: *indicating where resources should focus functionally or spatially, in what form, and when.*

Legislation: *directing, constraining and rewarding (potentially) the behaviour of different actors in society (in the interest of all citizens).*

Regulation: *elaborating on behaviour outlined in legislation through guidelines, standards, and so on.*

Fiscal measures: *fees, charges and taxes for services as a means for raising government revenue, and directing action in support of policy and legislation (through fiscal "incentives").*

Financial measures : *the priorities and areas of government spending, including investments in infrastructure, facilities and programmes to support spatial and sectoral/functional area policy and plans.*

Institutional measures: *arrangements for decision-making, the allocation of powers, responsibilities, agreements and relationships between government and other actors, human resource capacity/competency, and measurement systems within government and between government and other actors.*

Asset management: *the approach taken to the management of government assets (land, public facilities, and so on).*

Knowledge and information management: *the government's investment in and dissemination of knowledge about existing/anticipated conditions which require management.*

Advocacy: *the positions that government take on issues, "positive" and "negative". This could be through the media, public meetings/engagements, at events, and so on.*

In relation to the IDP, three observations on the range or classes of tools are particularly important:

- There are no "special" government tools to be employed for settlement strategy implementation; the same classes of tools available to achieve other objectives of government should be employed for strategy implementation (however, the emphasis and elaboration of a specific tool may be different depending on the specific objective pursued).
- The IDP is multi-dimensional in nature, demanding the use of the full range of tools available to government. All of the tools matter, perhaps to a different degree depending on the specific context, *but it is unlikely that significant strategy implementation will be achieved without employing all the tools in support of each other*.
- The IDP implementation programme should identify challenges, opportunities and required action related to all the tools of government needed for programme or project success.

7.6.6. Accessible documents

We firmly believe that strategic documents should be presented in a format accessible to all stakeholders. Specifically:

- For integrated service delivery over time, it is necessary for municipal leadership and officials at all levels, representing different services and interests, to understand the strategy. This cannot be achieved by presenting strategy in a number of weighty documents, each prepared by different services. The complete overall strategy needs to be presented in a manner which assists its internalisation by all. For this reason, the IDP will appear in different formats.
- The IDP is also supported by a clear "story" where successive actions build on each other. Traditionally, achieving meaningful integration is a difficult task in municipal

development strategy formulation. Work is predominantly done within different services or functional areas and then “packaged” together as an “integrated” strategy. A key aim with the IDP is therefore be to show how different actions – of different kinds and often undertaken by different services – are interdependent and only have full meaning if implemented together.

8. OUR STRATEGY UNPACKED

The sections below unpack the broad strategic goals into detailed focus areas, objectives, and short and medium term milestones.

8.1. STRATEGIC GOAL 1: A LEADER IN GOVERNANCE, PARTNERSHIP AND CITIZEN PARTICIPATION

WHERE DO WE WANT TO BE?

Stellenbosch Municipality wants to be a “leader municipality” in good governance, partnership and citizen participation. Representative structures need to address critical community issues, represent town-wide and local concerns, and work in synergy with other spheres of government and partners. We want to make the most of the work of others, aligning it with our own for maximum impact. We want to “sing off the same hymn sheet”. To achieve this, we need to communicate well, maintain good standards of corporate governance and auditing and celebrate success.

WHERE ARE WE NOW?

Following the political transition the new Mayoral and Portfolio committees have been formed. Working arrangements have also been introduced to facilitate structured interaction between these committees and the administration. A clear schedule of critical political and administrative meetings exists. At local level, the process of establishing Ward committees, essential for ensuring synergy between service delivery and local needs, has been finalised.

Many partnerships with other spheres of government, municipalities abroad, and local organisations exist. Albeit beneficial, we need to identify clearly what benefit the Stellenbosch Municipality wants to derive from these relationships, the terms of reference for relationships, and where new relationships are needed. Although we communicate frequently with citizens, through different means, we believe that this communication could be better structured, and that we can make our services better known. We have also not sufficiently recognised excellence in service delivery contributions, external and internal to the municipality.

WHAT ARE OUR FOCUS AREAS?

Our work to establish Stellenbosch Municipality as a leader in governance, partnership and citizen participation focuses on eight areas:

- Structures for decision-making.
- Strategic planning.
- Inter-governmental working.
- International relations.
- Partnership development.
- Communication and citizen engagement.
- Auditing.
- Celebrating service delivery.
- Establishment of a Municipal Court.

WHAT IS OUR STRATEGY?

Our strategy to establish Stellenbosch Municipality as a leader in governance, partnership and citizen participation involves:

- Maintaining representative structures for decision-making, at the scale of the municipality as whole and local wards, and focusing on relevant issues.
- Undertaking strategic planning for the longer and shorter terms, the municipality as a whole, and local areas.
- Establishing a clearer focus to inter-governmental working, international and local partners.
- Clear communication, external and internal to the municipality.
- Regular auditing of processes.
- Celebrating excellence in service delivery, external and internal to the municipality.
- Renewed inter-governmental efforts to establish a Municipal Court in Stellenbosch.

WHAT ARE THE DETAILED OBJECTIVES AND MILESTONES?

FOCUS AREAS AND OBJECTIVES	ACTIVITES	2012/13	2013/14	2014/15	Outer years
1.1. Structures for decision-making					
Establish and maintain appropriate, well functioning political structures/committees to ensure "fit" with citizen needs and effective decision-making	• Develop clear TOR for political structures at all levels • Establish and maintain operational ward committees in every ward • Undertake regular assessment of the appropriateness of current Mayco portfolios • Maintain a clear, known schedule of political structure/committee and administrative meetings	√	√	√	√
Establish and maintain well functioning mechanisms to ensure political/administrative interaction	• Maintain a regular schedule of Mayco/Directors' Forum strategic engagements (including the informal Mayco meeting on Monday mornings) • Maintain regular, biweekly structured engagements between individual Mayco members and Directors	√	√	√	√
1.2. Strategic planning					
Ensure that the municipality's medium and short term action is informed by a long-term vision for the Greater Stellenbosch area	• Undertake a long-term visioning exercise for the Greater Stellenbosch area • Ensure that annual reviews of the IDP are informed by a long-term vision for the	√	√	√	√

	Greater Stellenbosch area				
Ensure that clear ward plans guide local action	• Complete ward plans for every ward • Annually updated ward plans for every ward	√	√	√	√
1.3. Inter-governmental working					
Ensure timeous attention to and support for important local issues from other spheres of government	• Prepare a clear agenda of priority issues, agreed by Mayco, for inter-governmental engagement • Annually update the agenda for inter-governmental engagement	√	√	√	√
1.4. Inter-municipal and twinning arrangements					
Ensure maximum benefit for the municipality from inter-municipal and twinning arrangements	• Develop clear criteria for inter-municipal and twinning arrangements • Review current inter-municipal and twinning arrangements in terms of the criteria • Regularly update inter-municipal and twinning arrangements	√	√	√	√
Ensure a clear and meaningful role in the World Design Capital 2014 initiative	• Prepare a plan which clearly outlines the municipality's role, responsibilities and initiatives/projects related the World Design Capital 2014 initiative • Implement World Design Capital 2014 initiatives/projects	√	√	√	
1.5. Partnership development					
Ensure maximum benefit for municipal service delivery through engaging influential citizens/role players	• Prepare the TOR for a advisory group of influential citizens/role players • Establish the advisory group of influential citizens/role players • Engage with the advisory group on a regular basis	√	√	√	√
Establish and maintain a meaningful, directed relationship with the University	• Prepare a clear agenda of municipal/university cooperation with short, medium and long term targets • Annually review the agenda for municipal/university cooperation	√	√	√	√
Ensure maximum benefit for municipal service delivery through partnerships	• Undertake a review of all partnerships, the role of each, detailed TOR, method of engagement, and responsibilities	√	√	√	√

	• Annually review all partnerships, the role of each, detailed TOR, method of engagement, and responsibilities				
Ensure accessible partnership information	• Prepare a booklet listing all key partnerships, its purpose and relevant contact information • Annually update information on partnerships	√	√	√	√
1.6. Communication and citizen engagement					
Ensure improved communication with citizens to build a better understanding of both municipal and citizen issues	• Develop a clear communication strategy, addressing external and internal communication • Update and maintain the municipal website • Undertake regular proactive communication with the local media which fosters civic awareness without losing justified critical reporting • Engage in bi-annual structured town meetings to report progress on implementing the IDP/other service issues • Undertake monthly communication on service delivery issues through the ward councilors, ward administrators, and ward structures	√	√	√	√
Ensure readily accessible service contact information	• Prepare a booklet of key contact information related to service delivery • Annually update the booklet of key contact information related to service delivery	√	√	√	√
1.7. Auditing					
Ensure a risk management culture through the entire organization and internal audit processes characterised by a balance between risk based and continuous auditing	• Adopt the Audit Committee Charter • Execute a risk based audit plan in line with the IIA Standards • Establish effective Risk Management in the organisation by providing a mechanism of formalise the responsibility and accountability of management activities • Annual submission by the Audit Committee to Council	√	√	√	√

	of a Combined Assurance report on the top corporate and strategic risks in the organisation				
Ensure mechanisms for the effective mitigation of fraud and corruption	• Maintain swift response times to cases reported on the toll-free anti-fraud hotline • Establish full compliance with Fraud and Corruption Policy • An annual report on reported cases of fraud, corruption and/ or any unethical conduct, including critical success factors for curtailing fraud and corruption factors, and targets	√	√	√	√
1.8. Recognising and celebrating service delivery					
Ensure recognition of excellent contributions to service delivery in support of municipal goals by role-players external to the municipality	• Prepare the TOR for recognising excellent contributions to service delivery in support of municipal goals by role-players external to the municipality • Make the first awards • Annual recognition of excellent contributions to service delivery in support of municipal goals by role-players external to the municipality	√	√	√	√
Ensure recognition of excellence in service delivery by officials	• Prepare the TOR for recognising excellence in service delivery from within the municipality • Make the first awards • Annual recognition of service delivery excellence by officials	√	√	√	√
1.9. Municipal Court					
Enable effective finalisation of municipal level legal cases	• Make renewed presentations for the establishment of a Municipal Court in the Greater Stellenbosch area • A fully operational Municipal Court in the Greater Stellenbosch area	√	√		

8.2. STRATEGIC GOAL 2: A SKILLED AND CUSTOMER FOCUSED ADMINISTRATION

WHERE DO WE WANT TO BE?

We cannot deliver in the needs of our citizens without a skilled and customer focused administration in all the different functional areas and at all levels of the municipality. We would like our staff resource to be productive at all times, for staff to have the opportunity to develop their skills, whether in specific functional areas or management. Regular performance management is essential. Information must be readily available, and contact between citizens and the municipality should be responsive and as efficient as possible. The facilities which house the administration also needs to be organised in a manner which facilities integrated and joint work between staff and between staff, political leadership and other sectors of the community.

WHERE ARE WE NOW?

Some critical functional areas are understaffed, both through vacancies on the staff establishment which have not been filled or through inadequate provision on the staff establishment. Leadership development is receiving attention through the re-establishment of the Leadership Forum, rolling out minimum competency training, and involving staff in the leadership of projects outside of their functional areas. We have launched a customer care programme which will start with basic issues and encompass more aspects of our work as it is rolled out over the IDP period. In relation to basic issues, a concerted intervention has been undertaken to improve responsiveness to telephone calls. With the assistance of the Province, we will implement an organisation-wide performance management system, also including political leadership. Planning on the new municipal head office in Stellenbosch is proceeding and the customer care programme will explore the need for enhanced decentralised service centres and processes.

WHAT ARE OUR FOCUS AREAS?

Our work to establish a skilled and customer focused administration in Greater Stellenbosch focuses on six areas:

- Functional area capacity and readiness.
- Leadership development.
- Customer care.
- Performance management.
- Document management.
- Accessible service centres.

WHAT IS OUR STRATEGY?

- Ensuring that area functional areas have the capacity and readiness to deliver services in terms of short, medium and longer term objectives and targets.
- Ensuring that all staff have the opportunity for leadership development within their functional areas and municipal management generally.
- Developing the utmost care for customers in everything we do.
- Ensuring regular performance management of staff at all levels within the organisation.

- Responsible management of historic and sensitive documents.
- Developing a new integrated and user friendly municipal HQ in the Stellenbosch town centre as well as decentralised service centres to facilitate citizen convenience in interaction with the municipality.

WHAT ARE THE DETAILED OBJECTIVES AND MILESTONES?

FOCUS AREAS AND OBJECTIVES	ACTIVITES	2012/13	2013/14	2014/15	Outer years
2.1. Functional area capacity and readiness					
Ensure a productive organisation	• Evaluate the productivity of every functional unit to ensure optimum staff utilisation • Prepare measures to ensure increased productivity in unproductive areas	√	√	√	√
Establish and maintain clear management roles	Clarify the roles of Directors, Managers and Heads of units to improve efficiency	√			
Address legacy staff issues	Undertake an audit of legacy issues which undermines staff performance and an agreed process to address them	√			
Establish and maintain an appropriately structured and resourced organisation and functional units	• Undertake an assessment of critical challenges related to the current organisation structure • Prioritise refinements to the organisation structure • Develop clear criteria for the filling of posts/vacancies • Fill vacancies in terms of agreed criteria	√	√	√	√
Ensure best value staff resources	Review all contract staff arrangements (considering the costs/benefits of current arrangements as compared to permanent staff)	√			
Strengthen the ability to attract and retain needed staff	Develop a staff attraction and retention policy	√			
Create opportunity for personal development of staff	Prepare a process for the roll-out of Personal Development Plans to all staff levels	√			
2.2. Leadership development					
Ensure attainment of minimum competency levels of managers and organisational succession	• Commence the roll-out of National Treasury Minimum Competency Level (Unit standard 119/465) training to management levels below Directors to ensure succession • Establish clear programmes to ensure seamless	√	√	√	√

	succession in all functional units				
Create opportunity for leadership development	• Re-establish the monthly Leadership Forum as a vehicle for continuous learning at all staff levels • Create opportunity for leadership development through programme management/leadership opportunity outside of functional areas (e.g. in the preparation of ward plans)	√	√	√	√
2.3. Customer care					
Ensure excellent, responsive customer care	• Scope the customer care project and establish clear phases for its roll-out • Maintain progressive improvement in customer care	√	√	√	√
2.4. Performance management					
Undertake regular management of performance	• Develop a new Performance Management System for all staff levels • Undertake regular performance reviews	√	√	√	√
2.5. Document management					
Ensure appropriate preservation of essential documents and municipal institutional and decision-making history	Extend current storage facilities (archiving)	√			
Ensure appropriate control of sensitive and privileged information	• Institute appropriate control mechanisms to protect sensitive and privileged information • Ensure sufficient human resource capacity to manage sensitive and privileged information	√			
2.6. Accessible service centres and arrangements					
Undertake appropriate planning and implementation of municipal head quarters	• Complete planning for the new municipal head quarters in Stellenbosch town centre in a manner that meets services and customer needs • Commence implementation of the new municipal head quarters in Stellenbosch town centre	√	√	√	
Ensure responsive and convenient local service delivery arrangements	Review current service delivery arrangements with a view to increase responsiveness to local area	√	√		

	needs and citizen convenience (possibly including "decentralised" service delivery arrangements)				

8.3 STRATEGIC GOAL 3: SOUND AND SUSTAINABLE MUNICIPAL FINANCIALS

WHERE DO WE WANT TO BE?

As the 13th largest economy nationally, the Greater Stellenbosch area and municipality is a significant seat of power and deliverer of services. Deciding what to do, when, where, and to whose benefit, is however, a difficult task. The range of services to be provided is wide in scope, and the needs of citizens and enterprises vary significantly. Given the depth of need in many communities, resources are limited, and tough choices have to be made. Sound financial planning and management is central to municipal service delivery and sustainability. This includes, having a long-term financial plan is place to deliver on citizen needs, "value for money" is achieved at all times, and, in procuring goods and services, ethical conduct is maintained. Most importantly, the use of municipal resources must support agreed upon objectives; in other words, the municipal budget and on-going expenditure must be strategy-led.

WHERE ARE WE NOW?

We have been recognized for prudent financial management, have retained financial stability, and ensured relative predictability in projected growth of revenue streams. Specifically, we would like to work to achieve greater synergy between the municipal budget and strategy, grow non-traditional income streams, and improve citizen interaction on financial matters and accounting processes further.

WHAT ARE OUR FOCUS AREAS?

Our work to sound municipal financials in Greater Stellenbosch focuses on seven areas:

- Sustainable management of municipal revenue streams.
- Customer care in finance.
- Prudent expenditure control.
- Supply chain management processes that are both legislatively compliant and developmental.
- Alignment between the municipal budget and strategy.
- Comprehensive, accurate and reliable municipal accounting.
- Efficient IT enablement of governance and service provision.
- Appropriate management of municipal assets.

WHAT IS OUR STRATEGY?

- Ensuring sustainable management of municipal revenue streams
- Improving customer care in financial matters.
- Maintaining prudent expenditure control.
- Continuously improving supply chain management processes to be both legislatively compliant and developmental.

- Working towards increased alignment between the municipal budget and strategy.
- Ensuring comprehensive, accurate and reliable municipal accounting.
- Ensuring efficient IT enablement of governance and service provision.
- Ensuring improved management of municipal assets.

WHAT ARE THE DETAILED OBJECTIVES AND MILESTONES?

FOCUS AREAS AND OBJECTIVES	ACTIVITES	2012/13	2013/14	2014/15	Outer years
3.1. Sustainable management of municipal revenue streams					
Ensure that valuation processes are undertaken as legally prescribed	• Undertake two interim valuations per annum • Complete inspections for new valuations by June 2012 • Audit information for new valuations by November 2012 • Implement the new valuations by June 2013	√	√	√	√
Implement improved credit control and debt collections	• Undertake an interdepartmental scoping exercise of credit control related issues and challenges to ensure that issues inhibiting to debt collection is addressed • Pursue adherence to a 45-day debtors' collection period • Pursue a 96% collection rate of payments billed • Ensure that rates and fees are affordable and meet critical municipal strategic needs	√	√	√	√
3.2. Customer care in Finance					
Ensure the timeous addressing of financial enquiries	Ensure adequate staff resources to address financial enquiries from citizens timeously (address this issue as part of the customer care project)	√	√	√	√
3.3. Prudent expenditure control					
Ensure prudent management of expenditure in terms of legal requirements	• External environment: ensure that creditors are paid in terms of legal requirements • Internal environment: Ensure that expenditure takes place as projected in functional area SDBIPs • Report on deviations as prescribed in legislation	√	√	√	√

3.4. Supply chain management processes that are both legislatively compliant and developmental					
Ensure quality tender management	Develop systems to ensure that the municipality gets value for money on tenders issued (consider life-cycle costs to determine best value for money procurement)	√	√	√	√
Contextualise supply chain management regulations to support municipal development objectives	• Interpret and contextualise the new SCM regulations to ensure that the municipality's development objectives are met (including local supplier and SMME targeting) • Manage supply chain processes are managed to support municipal development objectives	√	√	√	√
3.5. Alignment between the municipal budget and strategy					
Ensure strategy aligned budgeting	Ensure that the budget is aligned to municipal planning as reflected in the IDP and sector plans	√	√	√	√
3.6. Comprehensive, accurate and reliable municipal accounting					
Ensure a comprehensive, accurate and reliable municipal accounting environment and practices	• Accurate and credible monthly reporting on the state of the municipality's financial affairs • Credible financial statements	√	√	√	√
3.7. Efficient IT enablement of governance and service provision					
Ensure IT systems supportive of business needs	• Develop a ICT Master Systems Plan based on the business needs of line-departments and providing for security and continuity of business information • Implement a Management Information System to support management decision-making • Implement a Asset Management System to support budget and tariff structures • Improve data-and information management (trustworthy business intelligence support)	√	√	√	√
3.8. Asset management					
Ensure an Asset Management approach to business management	• Prepare Draft Asset Management Plans for all assets • Maintenance of a detailed asset register to enable effective and efficient	√	√	√	√

	management (not only GRAP compliance)				

8.4. STRATEGIC GOAL 4: A TREASURED, PROTECTED ENVIRONMENT

WHERE DO WE WANT TO BE?

We envisage a future state where the Greater Stellenbosch area's natural environment and resources is responsibly and sustainably managed by all, within the aims of the Cape Winelands Biosphere. Access to the environment would be easy for all citizens, and their use of the environment respectful. The municipality should lead by example through protecting and rehabilitating what we have, employing sustainable resource use practices in its own projects, and expanding environmental assets through establishing new parks and tree planting.

WHERE ARE WE NOW?

Large parts of the municipal forestry areas are no longer required for forestry. It is intended that these areas are set aside for conservation and recreation, but the municipality lacks dedicated nature conservation capacity. Despite being part of the Cape Winelands Biosphere – and therefore the need for careful consideration in relation to environmental impacts in most of what we do – we also lack dedicated environmental management capacity. This includes air and water pollution management as well as the assessment and management of proposals in terms of the provisions of the National Environmental Act. Although alien vegetation control is undertaken, initiatives focus only on public land. The Adopt-a-River programme has been very successful, drawing in the contributions of the private and community sectors to clean and maintain the Eerste River. The Jan Marais eco-centre has been completed and will become a focus for environmental education. Urban greening initiatives have been most successful, also leading to the municipality winning the Western Cape Province's "Greenest Town" award in 2011.

WHAT ARE OUR FOCUS AREAS?

Our work to establish a treasured, protected environment in the Greater Stellenbosch area focuses on five areas:

- Environmental planning and management.
- Conservation of nature areas.
- Management of alien vegetation.
- River rehabilitation.
- Urban greening.

WHAT IS OUR STRATEGY?

- A stronger focus on the environmental planning and management function, including appropriate resourcing.
- A more concerted approach to conserving the municipality's nature areas, including appropriate resourcing of the nature conservation function.
- Extended management of alien vegetation.
- Further roll-out of the Adopt-the-River programme to all rivers within the municipal area.

- Extended urban greening initiatives.

WHAT ARE THE DETAILED OBJECTIVES AND MILESTONES?

FOCUS AREAS AND OBJECTIVES	ACTIVITES	2012/13	2013/14	2014/15	Outer years
4.1. Environmental planning and management					
Ensure capacity to give effect to the Cape Winelands Biosphere Reserve in accordance with the agreement endorsed by Council in 2007	• Establish and staff the Environmental Planning and Management function • Prepare a five-year business plan for a fully-fledged Environmental Planning and Management section meeting the needs of the municipality • Implementation of the Winelands Biosphere Reserve	√	√	√	√
Undertake a sustainable programme of environmental education accessible to all citizens	• Prepare a management plan and programme for the Jan Marais Nature Reserve eco-centre (to supplement the plan for the reserve) • Identify key environmental calendar day events for 2012 and implement the events in collaboration with key stakeholders and partners • Provide environmental education on the importance of rivers • Extend the environmental and heritage awareness programmes by means of interpretive signage in Nature Reserves. • Make the nature areas more accessible to vulnerable groups.	√	√	√	√
Undertake air pollution management	• Prepare an Air Quality Management Plan • Appoint an Air Quality Management Officer • Ensure compliance with the Air Quality Management Plan	√	√	√	√
Manage environmental management partnerships effectively	• Maintain and support existing environmental management partnerships (including the Papegaaiberg Conservation Area, Tree Advisory Committee, Jan Marais Advisory Committee	√	√	√	√

	and “Friends” groupings) • Identify key targets to be achieved in 2012 for each partnership and market the work done by the partnerships.				
4.2. Conservation of nature areas					
Ensure implementation of conservation areas and related activities	• Implement activities related to the establishment of the Papegaaiberg Conservation Area (including preparation of a management plan) • Complete the study with regard to the way forward with municipal plantations in collaboration with the Planning and Development Directorate • Submit an item to Council on the way forward with the Nature Conservation function for the municipality (given the withdrawal from forestry and more than 2 000 ha of declared nature areas to be used for other public recreation purposes) • Establish a Medicinal Garden in the Jan Marais Nature Reserve • Upgrade the signage in the Jan Marais Nature Reserve	√	√	√	√
4.3. Management of alien vegetation					
Undertake town-wide alien vegetation clearing	• Prepare a long term alien vegetation clearing strategy in support of the EPWP • Map alien vegetation clearing on public land linked to the municipality’s LED strategy and the work of other government departments in the area (e.g. Working for Water) • Draft an alien vegetation clearing by-law to facilitate and enforce alien vegetation clearing on private land	√	√	√	√
4.4. River management					
Ensure on-going rehabilitation of rivers in partnership with other spheres of government, the community and business sector.	• Maintain and extend the existing Adopt-a-River partnership • Extend the Adopt-a-River programme to other prioritised rivers within the municipality	√	√	√	√

	• Develop an Adopt-a-River website link on municipal and DWA websites • Implement seasonal alien clearing projects for identified rivers • Implement seasonal river maintenance and clean-up projects • Use the partnership to generate innovative ideas and additional funding				
3.5. Urban greening and beautification					
Undertake tree planting and protection	• Facilitate the planting of 7000 trees in the Greater Stellenbosch area over the Term-of-Office period. • On-going implementation of the master plan for landscaping of town entrances, routes and places • Prepare a policy for the preservation of oak trees and tree management • Establish a Tree Advisory Committee • Embark on a greening educational programme during Arbor Week/Clean and Green Campaign and by means of publicity through regular articles in the local newspapers with the help of the Tree Advisory Committee	√	√	√	√
Beautification of the municipal area	• On-going implementation of the master plan for landscaping of town entrances, routes and places with focus on the R44 (south entrance) • Collate a 5 year greening strategy in collaboration with all wards • Beautify four poorer areas: – Merchant Street in Klapmuts – Lang Street in Cloetesville – Adendorf Street in Idas Valley – The entrance to Langrug/Groendal • Conceptualise innovative landscape designs for implementation using colour,	√	√	√	√

	textures, water-wise strategies and sculptures • Streamline production in the nursery to support and supply plants in-house for beautification projects and decorations				

8.5. STRATEGIC GOAL 5: RESPONSIBLE SPATIAL AND DEVELOPMENT MANAGEMENT

WHERE DO WE WANT TO BE?

We want to be in a situation where the agreed direction and nature of future development in the Greater Stellenbosch area and its parts is respectful of the environment and heritage assets, support human development, direct our investment in infrastructure and public facilities, and are clearly understood by all. Our systems for land use management and building development management should support the overall spatial direction, be efficient and based on readily available, up-to-date information. Finally, we want to mainstream resource-efficient or green building.

WHERE ARE WE NOW?

Much work has been done to reach consensus on the municipal Spatial Development Framework for the Greater Stellenbosch area. This includes integration with the work of other sectors, specifically infrastructure service provision, transport, housing, and facilities provision. The public participation process has been completed and the framework is therefore ready for submission to Council and the Province for final approval. We have developed a comprehensive register of heritage assets in the core of Stellenbosch and Franschhoek. Similar work has not been completed for the outlying and rural areas. The Integrated Zoning Scheme is ready for final public comment and thereafter submission to the Council and Province for approval. We are planning to build the capacity of officials to support green building and our land and building development processes – including IT systems – are receiving attention to make them more efficient and user friendly.

WHAT ARE OUR FOCUS AREAS?

Our work to establish responsible spatial and development management focuses on four areas:

- Town-wide and area-specific spatial direction to development.
- Managing heritage assets.
- Development facilitation.
- Appropriate and efficient land use management.
- Appropriate and efficient building development management and green building.

WHAT IS OUR STRATEGY?

- Finalising processes to establishing certainty and a shared understanding in relation to the future spatial direction of development of Stellenbosch Municipality.
- Detailed planning for specific areas within the overall spatial framework.

- Expansion of heritage information to include outlying areas of the municipality.
- Establishing and maintaining institutional arrangements in support of integrated development facilitation (specifically of major development initiatives).
- Developing more detailed land use development rights and overlay regulations recognising the specific characteristics and land use management requirements of different areas and places.
- More efficient and user-friendly land and building development systems.

WHAT ARE THE DETAILED OBJECTIVES AND MILESTONES?

FOCUS AREAS AND OBJECTIVES	ACTIVITES	2012/13	2013/14	2014/15	Outer years
5.1. Town-wide and area specific spatial direction					
Provide clear spatial direction to development in the municipal area	• Submit the SDF to Province for adoption and the withdrawal of previous structure plans • Prepare a user-friendly summary version of the SDF • Integrate the SDF with the municipal GIS system • Annually update the SDF	√	√	√	√
Provide clear spatial direction to specific urban nodes and places	• Prepare detailed Spatial Development Plans (SDPs) for: – Klapmuts – Franschhoek – Stellenbosch town – Jonkershoek – The Berg River Dam area	√	√	√	√
5.2. Managing the cultural landscape and heritage assets					
Ensure efficient management of the cultural landscape and heritage assets	• Review municipal policies for managing the cultural landscape (and include the rural cultural landscape) • Support initiatives to declare the Cape Winelands as a Unesco Heritage site • Establish human resource capacity to manage conservation issues • Make submissions to Heritage Western Cape to obtain municipal heritage competency	√	√	√	√
Identification of heritage assets	• Compile a register of all heritage assets in the municipal area • Regularly update the register of heritage assets	√	√	√	√
5.3. Development facilitation					
Establish and maintain institutional arrangements to ensure integrated action	• Maintain the regular municipal Development	√	√	√	√

across functional areas, spheres of government and sectors	Facilitation Team meetings to ensure integrated action on development initiatives • Engage on an on-going structured basis with the University on the University Development Plan • Establish an intergovernmental partnership to unlock the development potential of Klapmuts • Establish an intergovernmental partnership to enable planning for the integration of the Berg River Dam area with Franschhoek				
5.4. Land use management					
Ensure that integrated land use management regulations are approved and maintained	• Finalise the approval of the Integrated Zoning Scheme • Incorporate the Integrated Zoning Scheme as a municipal GIS layer • Regularly update the approved Zoning Scheme	√	√	√	√
Develop area specific land use management regulations	Develop detailed overlay regulations recognising the specific characteristics and land use management requirements of different areas and places	√	√	√	√
Ensure appropriate land use enforcement	• Provide support for an integrated municipal law enforcement system, incorporating land use compliance • Ensure timeous action on land use management transgressions • Provide support for the establishment of a Municipal Court	√	√	√	√
Ensure efficiency in land use management	• Implement an area-based land use management system • Comply with prescribed land-use management time periods	√	√	√	√
5.5. Building development management and green building					
Ensure efficiency in building development management	• Scope an e-processing system for building development management • Implement an e-processing system for building	√	√	√	√

	development management				
Develop staff competency in and ensure application of green building development management practices	• Ensure green building training for all building development professionals • Ensure that all municipal projects/facilities to comply with green building standards • Ensure that all development to implement water-saving and energy-efficient techniques and proposals	√	√	√	√

8.6. STRATEGIC GOAL 6: OPPORTUNITY FOR ENTERPRISE, CREATIVITY AND BUSINESS DEVELOPMENT

WHERE DO WE WANT TO BE?

The Stellenbosch Municipality wants to establish an environment where enterprise, creativity and businesses – large and small – thrive. Services and infrastructure should support the needs of the business sector, municipal processes should not inhibit private sector initiative, and the municipality should play a key role in providing information which facilitates enterprise development.

WHERE ARE WE NOW?

Although the Stellenbosch Municipality has an agreed LED strategy (last updated in 2009), and through its infrastructure provision and a range of other services contribute to economic development, the reality is that a *specific* LED strategy has received little attention over the last few years.

WHAT ARE OUR FOCUS AREAS?

Our work to foster opportunity for enterprise, creativity and business development in Greater Stellenbosch focuses on four areas:

- LED planning and management.
- LED information and communication.
- Sector support.
- Municipal services in support of LED.

WHAT IS OUR STRATEGY?

- On-going refinement of our LED strategy in close partnership with stakeholders.
- Improving the availability and relevance of LED information.
- Support for key sectors important to the economic well-being of Greater Stellenbosch and all citizens.
- Ensuring that municipal service provision (e.g. infrastructure provision and supply chain management) support LED objectives as far as possible.

WHAT ARE THE DETAILED OBJECTIVES AND MILESTONES?

FOCUS AREAS AND OBJECTIVES	ACTIVITES	2012/13	2013/14	2014/15	Outer years
6.1. LED planning and management					
Maintain a LED strategy as a framework for LED initiatives and plans	• Review the 2009 LED strategy • Undertake annual reviews of the LED strategy	√	√	√	√
Ensure regular, structured engagement with LED stakeholders in LED planning and management	• Undertake bi-annual, structured engagement with a representative LED stakeholder forum (or LED sector forums) to inform the LED strategy review and plan and prioritise initiatives and plans • Undertake regular, structured workshops with the Province and District municipality to inform the LED strategy review and plan and prioritise initiatives and plans	√	√	√	√
6.2. LED information and communication					
Ensure appropriate, accessible LED information to enable entrepreneurs to network and follow up on opportunities	• Scope the nature of LED statistics and information required to support LED initiatives and plans (in consultation with the University and knowledge management function of the municipality) • Scope and prioritise a series of LED fact-sheets in consultation with the LED stakeholder forum • Produce the first two fact sheets • Produce further fact sheets	√	√	√	√
6.3. Sector support					
Provide support to the agricultural support	• Establish and actively contribute to the work of an Agricultural Sector Task Team • Facilitate the Farm 502BH project	√	√	√	√
Provide support for the tourism sector	• Establish and actively contribute to the work of a Tourism Sector Task Team • Engage with Stellenbosch 360˚ and other tourism stakeholders in a regular, structured manner • Prepare a Tourism	√	√	√	√

	Development Plan in partnership with Stellenbosch 360° and other tourism stakeholders • Co-fund tourism-information offices at: – Stellenbosch – Franschhoek – Dwarsriver • Support specific tourism routes: – Stellenbosch 360° – Rond-en-Bonte – Dwarsriver • In partnership with Stellenbosch 360° and other tourism stakeholders, pursue: – The development of Greater Stellenbosch as a business tourism destination – Maximising the full potential of Rynse Hoek as a tourism node • Support tourism-focused training and mentorship including: – Tourism awareness at schools – Tourism-training workshops (BEE focus)				
Provide support to the education and training sector	• Provide active support for maximising the development potential of Technopark • Together with the university and the LED stakeholder forum, explore the feasibility of establishing an enterprise development centre in Greater Stellenbosch	√	√	√	√
Provide support for the informal and small business sector	• Establish and actively contribute to the work of a Small Business Task Team • Together with the university and LED stakeholder forum, explore the feasibility of establishing a Greater Stellenbosch network of SMME advice facilities • Prepare an action plan to address problems related to the utilisation, marketing and possible alteration of the Khayamandi Centre	√	√	√	√

	(including securing a private sector partner to drive the initiative)				
Provide support to the "green" sector	• Support the establishment of materials recovery centres • Support the solar energy initiative • Support the "Green Collar Work Seekers" initiative	√	√	√	√
Provide support to the cultural and recreational activities sector	Together with Stellenbosch 360˚ and other tourism stakeholders, provide support to cultural and recreational events which supports the municipality's LED objectives	√	√	√	√
6.4. Municipal services in support of LED					
Consideration of LED objectives in municipal processes and services	Undertake a review of all municipal systems and services with a view to maximise enterprise, creativity and business development	√			
Expanded Public Works Programme	• Develop an EPWP Strategy in participation with all directorates • Monitor EPWP projects	√	√	√	√
Improve the ease of doing business in the municipality	• Determine key municipal obstacles to business (I.e. "red-tape") • Implement recommendations to reduce municipal obstacles to business	√			
6.5. Commonage					
Ensure pro-active management of municipal commonage	Develop a commonage policy and management plan in partnership with the agricultural sector and other role-players in order to maximise the contribution of the public land asset to the municipality's developmental objectives	√			

8.7. STRATEGIC GOAL 7: SELF-HELP ACTION TO DIGNIFIED LIVING

WHERE DO WE WANT TO BE?

We would like all citizens of Stellenbosch to enjoy a dignified life, notwithstanding their relative material wealth or background. For some this would mean access to adequate shelter, for others, the ability to afford a home of their own. Neighbourhoods should have accessible public facilities – whether for health care, education, or recreation – be well maintained, and continuously improved. We would like to see a Greater Stellenbosch area where residents enjoy a strong and positive sense of community identity, and participate in many aspects of community life, and celebrate diversity. Strong, empowered community networks, formal and

informal, support strong communities and form the basis for community action, activity and caring.

We would like all vulnerable groups – specifically the youth, women and elderly – to receive appropriate support, whether to sustain livelihoods or facilitate personal development. In providing support, we envisage seamless cooperation between different government agencies and the community and private sectors in their initiatives. Specifically, we see the municipality encouraging and supporting processes to promote constructive dialogue, conflict resolution, and empowerment of the disadvantaged and vulnerable to ensure that community resources are both accessible and equitable.

WHERE ARE WE NOW?

We cannot honestly say that all our citizens enjoy a dignified life. Many have no access to shelter, and the general quality and standard of public facilities and services in parts of poorer neighbourhoods and informal settlements is not what we desire. Many of our citizens are vulnerable, and require on-going support to sustain themselves and develop as individuals. Extraordinary work is done in health, education, and other social services by other government agencies, the community and private sectors, but they require ongoing municipal support and coordination of efforts.

WHAT ARE OUR FOCUS AREAS?

Our work to establish self-help action to dignified livingin Greater Stellenbosch focuses on seven areas:

- Integrated planning for housing and settlement upgrade.
- New housing and shelter opportunity.
- Settlement upgrade.
- Housing administration and management.
- Integrated community management.
- Public facilities and services.
- Vulnerable groups.

WHAT IS OUR STRATEGY?

- Ensuring that planning for new housing opportunity and the upgrade of informal settlements occur in an integrated manner, coordinating the contributions of different government and non-government agencies and functional areas.
- Delivering on new housing and shelter provision within the human resource and financial capacity of the municipality.
- Facilitating the progressive in-situ upgrading of informal settlements.
- Ensuring the sustainable management of existing and new municipal housing.
- Facilitating processes for community driven community development and renewal.
- Ensuring that all communities have access to a full range of public facilities – for health, education and recreation – and the appropriate staffing and maintenance of facilities.
- Ensuring the delivery of a comprehensive range of services to vulnerable groups, and the coordinated cooperation of service providers at all levels in the delivery and management of services to these groups.

WHAT ARE THE DETAILED OBJECTIVES AND MILESTONES?

FOCUS AREAS AND OBJECTIVES	ACTIVITES	2012/13	2013/14	2014/15	Outer years
7.1. Integrated planning for housing and settlement upgrade					
Ensure credible planning for integrated human settlement	• Review the Integrated Human Settlement Plan (IHSP) and submit it to Council for approval • Regularly update the IHSP	√	√	√	√
7.2. New housing and shelter opportunity					
Implement new housing projects	• Procure turn-key professional teams to assist with the delivery of key projects • Implement key projects in terms of agreed project plans • Update the municipal housing delivery project pipeline	√	√	√	√
Identify and facilitate GAP housing opportunity	Finalise project plans and institutional arrangements for 3 GAP housing initiatives	√	√	√	√
7.3. In-situ upgrade of informal settlements					
Ensure capacity undertake the in-situ upgrading of informal settlements	• Finalise establishment of the Informal Settlement Department and its way of work • Establish Community Forums in identified communities • Finalise enumeration and profiling of identified communities • Establish service provider partnerships to assist with the upgrade of identified communities • Finalise a municipal position on the merits of establishing a SPV to facilitate upgrade initiatives	√	√	√	√
Upgrading of identified settlements	• Commence upgrading of identified communities • Undertake the progressive upgrading of informal settlements	√	√	√	√
Prevent the illegal occupation of land inappropriate for settlement or earmarked for specific beneficiaries	On-going prevention of the illegal occupation of land inappropriate for settlement or earmarked for specific beneficiaries	√	√	√	√
7.4. Housing administration and management					

Allocate available housing opportunities fairly	Finalise the housing demand data base	√			
Ensure security of tenure	• Transfer government subsidised properties to beneficiaries • Facilitate the progressive private ownership of government subsidised housing	√	√	√	√
Undertake continuous housing user education to ensure that beneficiaries are aware of the responsibilities of home ownership or rental	Manage the roll-out of the Housing Consumer Education Programme	√	√	√	√
Manage existing municipal housing stock in a sustainable manner	Implement the comprehensive management plan for existing municipal housing stock	√	√	√	√
7.5. Integrated community development					
Establish and maintain permanent institutional arrangements and processes between the municipality and citizens to facilitate community revitalisation and the coordination of public, private, and community sector inputs and resources	• Finalise 3 neighbourhood revitalisation development plans for: – Franschhoek – Cloetesville – Kayamandi • Identify 2-3 tangible projects to be implemented through the development forums to upgrade the areas	√			
7.6. Public facilities and services					
Ensure that citizens can access available government services	Assist and participate in the implementation of provincial service programmes within the Greater Stellenbosch area as well as taking municipal programmes to communities, focusing on: • Raithby • Jamestown • Dwarsrivier Valley • Jonkershoek • Vlottenburg • Other rural areas	√	√	√	√
Ensure that library services are fully operational and accessible to citizens	• Develop a Greater Stellenbosch library web-site and facebook page • Liaise with provincial Government on new/improved library services desperately needed in Jamestown, Kayamandi (at new school), Raithby, Devon Valley, Lanquedoc and Lynedoch • Complete a new community library in Groendal	√	√		

	(Franschhoek) • Extend library services to all rural areas in Greater Stellenbosch in partnership with schools				
Provide appropriately equipped and maintained sports fields and facilities to provide in the needs of the Greater Stellenbosch area	• Undertake regular interaction with sport sector interest groups • Develop a sport development strategy in collaboration with SALGA and DBSA • Implement the new sports field management plan • Commence planning of the Groendal indoor sports complex and library • Commence planning of a multi-functional community facility in Idas Valley • Identify adequate places to implement the borehole programme for sports fields • Reinstate lighting at Pniel sports ground • Upgrading of the Stellenbosch Town Hall	√	√		
Facilitate the provision of health services to citizens	• Participate in the District Health Council and facilitate the need for health services in WC024 (provincial function) • Participate in the Health Networks in Stellenbosch and Franschhoek	√	√	√	√
Assist in establishing well functioning partnerships youth development issues	• Establish a partnership with VVSG to enter into the Belgium Federal programme in partnerships with Dilbeek Municipality Partnership with Hope Through Action and local stakeholders to establishment the Groendal Indoor Sport Complex • Establish and implement a student representative forum between the municipality and the University • Implement the first phase implementation of Groendal Sport Complex	√	√		
Establish and maintain neighbourhood parks	• Upgrade parks in identified neighbourhoods subject to the availability of funds	√	√		

	• Ensure increased community management of neighbourhood parks through park committees in identified areas • Plan events for International Recreation Month (September 2012) and implement • Develop theme parks to meet community needs (skateboard, toddlers, etc.) • Complete asset registers of the remaining developed and undeveloped public open spaces • Perform bench marking exercise and implement best practices in neighbourhood parks development and management				
Ensure sufficient burial space to provide in the needs of the Greater Stellenbosch area	• Complete agreed cemetery extensions • Explore the heritage tourism potential of cemeteries with Stellenbosch 360˚ and other tourism stakeholders	√	√		
Enhance and maintain the Jonkershoek picnic site	• Establish additional ablution facilities at the picnic site • Address the water supply in dry summer months • Upgrade the wooden bridge for vehicle access • Landscape the picnic site entrance	√	√		
7.7. Area cleaning					
Ensure regular cleaning of areas with special needs	• Bi-annual cleaning of identified needy areas in partnership with local communities, the University, the private sector and schools • Ensure that area cleaning is linked to on-going environmental education programmes and LED initiatives • Appoint service providers for cleaning of the CBD and adjacent suburbs subject to the availability of funds • Use the area cleaning function to provide job opportunities in line with the EPWP programme.	√	√		

7.8. Vulnerable groups					
Ensure synergy between the initiatives of different spheres of government and the community, network structures and business sectors in support for vulnerable groups	• Facilitate on-going support for the elderly, children, youth, women, people with disability and people living on the street • Ensuring functional communication channels for structures of vulnerable groups. • Facilitate networks focusing on social development and other issues pertaining to the vulnerable groups	√	√		
Assist in poverty alleviation	Upgrading of the unemployment database software and effective implementation and usage of the database to contribute towards job creation and skills development in order to create empowerment and social and economic independence	√	√	√	√

8.8. STRATEGIC GOAL 8: EFFICIENT INFRASTRUCTURE AND SERVICES

WHERE DO WE WANT TO BE?

We would like to be in a situation where the provision and management of infrastructure and services in the Greater Stellenbosch area meets the needs of households, businesses, public institutions and other enterprises. That means that we will maintain the infrastructure that we already have, address backlogs, and pro-actively provide infrastructure to accommodate future growth. It also means that the way in which infrastructure is provided is sustainable: specifically that it is respectful of the environment, prudent in resource use, and affordable to beneficiaries. Critically, our infrastructure initiatives need to assist in meeting the municipality's local economic development objectives.

WHERE ARE WE NOW?

The truth is that we have fallen behind in aspects of infrastructure provision and management over the last decade and longer. Specifically, we have neglected maintenance of what we have. This means that the costs of fixing existing infrastructure is high, and prevent us from making necessary investments in accommodating new needs (e.g. for future growth). To arrest decline, we have developed a 15-year infrastructure restoration and development plan, focused in initial years on the restoration and maintenance of critical infrastructure as well as meeting critical demand in infrastructure capacity (e.g. for landfill and water treatment). Implementation of this plan has commenced.

To support sustainable long term infrastructure planning and provision a Stellenbosch Infrastructure Task Team (SITT) comprising private sector and University partners has been established. This team strives to find innovative and alternative ways to manage infrastructure

provision in future, as well as alternative funding mechanisms, as the Stellenbosch municipal administration cannot resolve this burning issue by itself.

WHAT ARE OUR FOCUS AREAS?

Our work to establish efficient infrastructure and services in Greater Stellenbosch focuses on six areas:

- Integrated, sustainable long term infrastructure planning and resourcing.
- Water.
- Electricity.
- Solid waste.
- Transport.
- LED through infrastructure projects.

WHAT IS OUR STRATEGY?

- Ensuring that infrastructure and services planning and resourcing occurs over the long term, in a sustainable manner and draws on the expertise of other service delivery agencies, the private sector, and the University.
- Ensuring a reliable supply of clean water.
- Ensuring continuous electricity to meet the needs of the Greater Stellenbosch area.
- Providing efficient, safe transport infrastructure, with a marked shift towards public transport and non-motorised transport.
- Ensuring that infrastructure and services provision support local economic development objectives.

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WHAT ARE THE DETAILED OBJECTIVES AND MILESTONES?

FOCUS AREAS AND OBJECTIVES	ACTIVITES	2012/13	2013/14	2014/15	Outer years
8.1. Engineering Management					
Implement an Asset Management System and draft Asset Management Plan	• Roll-out of IMQS management information system to cover all engineering functions • Expand IMQS into full asset management functionality • Refine system to include all relevant modules	√	√		
Ensure an optimally functional staff structure	• Obtain funding and fill critical vacancies • Agree on core functions and focus areas and make provision for staffing the structure accordingly	√			
Ensure sustainable infrastructure management	• Finalise and gain acceptance for the 15-year budget to ensure sustainable service delivery through infrastructure provision and operations	√	√	√	√

	• Update the 15-year budget annually and submit 3-year MTREF in line with long term planning goals				
Provide excellent customer care	• Fill critical vacancies to support improved customer care • Review and revise processes to ensure excellent customer care in a structured process • Consider changes to the service delivery model based on customer needs, (e.g. improve area-based service delivery)	√	√		
8.2. Integrated, sustainable long term infrastructure planning, resourcing and project management					
Undertake long term infrastructure planning and delivery processes	• Draft an integrated, long-term infrastructure and resourcing plan • Ensure the elimination of infrastructure backlogs • Integrate planning for the provision of bulk services with the housing delivery pipeline • Adopt a long-term approach to and plan for infrastructure rehabilitation and investment • Enable responsible development and housing provision through the availability of bulk services	√	√		
Establish partnerships for improved services planning and implementation	Establish, maintain and actively participate in the work of the Stellenbosch Infrastructure Task Team (SITT) comprising private sector and University partners	√			
Review infrastructure contributions by Developers	• Investigate the wider application of the Development Contribution Policy for all development (over and above LUPO applications) • Introduce and maintain fair development contributions	√			
Ensure effective and efficient development application processes	• Design and implement improved development application processes • Map and streamline internal business processes	√			
Ensure excellent infrastructure project management	• Establish improved infrastructure project management processes	√	√	√	√

	• Deliver infrastructure projects in line with agreed objectives and time lines				
8.3. Water and Sanitation					
Ensure a reliable water supply	• Implement the findings of the Water Source Study • Complete Phase 1 of the water pipe replacement programme • Complete the upgrade of the Paradyskloof Water Purification Works • Complete the planning of the Franschhoek Reservoir • Complete the planning and design of various reservoirs (in terms of the existing master plan) to support housing delivery • Establish an annual pipe replacement programme to create a reliable network • Implement medium to long term projects as per the Water Services Master Plan and Water Sources Study	√	√	√	√
Ensure that water and waste water effluent quality standards are met	• Implement projects to retain and improve on the Blue Drop status • Implement projects to improve on the Green Drop score	√	√	√	√
Waste water treatment capacity	• Complete Phase 1 of the upgrade of the Stellenbosch Waste Water Treatment Works • Complete Phase 1 of the Wemmershoek Waste Water Treatment Works • Implement long term waste water treatment work upgrades to accommodate current and future needs	√	√	√	√
Ensure the efficient use of water resources	• Adopt water conservation and demand management (WCDM) measures to make effective and efficient use of water resources • Implement water conservation measures and minimise water losses • Continue WCDM practices and improve on the elimination of water losses	√	√	√	√
8.4. Electricity					

Ensure reliable, continuous electricity supply to meet current and future needs	• Implement projects to improve the reliability of the electricity network • Ensure continued electricity supply to potential developers in a responsible manner	√	√	√	√
Ensure the efficient use of electricity resources and	• Implement demand side management (DSM) measures to shift the electricity load requirements to a more efficient pattern • Support the shift to the use of alternate and additional energy resources • Encourage and require energy saving measures from all users, specifically at all new developments	√	√	√	√
8.5. Solid waste					
Ensure adequate landfill capacity	• Establish a new landfill cell to meet current and future needs • Ensure sufficient landfill capacity to meet current and future needs • Support the regional landfill site project and migrate as soon as feasible	√	√	√	√
Actively promote recycling	Expand recycling at source initiatives to greater municipal area	√	√		
Introduce alternative waste management initiatives	• Undertake rehabilitation of the existing landfill site • Investigate alternatives in dealing with waste disposal and management • Implement alternative waste management proposals and techniques	√	√	√	
8.6. Transport					
Establish and maintain an appropriate transport network	• Implement proposals emanating from the Comprehensive Integrated Transport Plan • Implement improvements to the Non-Motorised Transport network • Engage with Province regarding an expanded and improved road network around Stellenbosch to remove excess traffic from town	√	√	√	√
Maintain existing road	• Implement priority projects	√	√	√	√

infrastructure	emanating from the Pavement Management System • Undertake maintenance and rehabilitation of roads based on sound asset management principles and in line with best practice				
Ensure improved traffic flow	• Implement critical recommendations of the Traffic Signal Optimisation Study • Implement elements of the Franschhoek Transport Plan • Implement local improvements to existing problem areas • Implement a centralised traffic management system to manage traffic flow • Undertake selected geometric upgrades to improve local traffic flow • Investigate alternatives to facilitate change of vehicle-use patterns	√	√	√	√
8.7. LED through infrastructure projects					
Ensure local economic development support and job creation	• Ensure support of local service providers through infrastructure projects • Ensure job creation opportunities through infrastructure construction and maintenance projects (using the EPWP principles and programme)	√	√	√	√

8.9. STRATEGIC GOAL 9: A SAFE TOWN

WHERE DO WE WANT TO BE?

Stellenbosch Municipality would like to ensure compliance with the law on a “twenty-four seven” basis. We want to enforce traffic regulations on our roads at all times and respond to emergencies in the best way possible.

We would also like law enforcement officers deployed to every part of the municipal area – not only monitoring compliance with by-laws, but also assisting citizens in need, and notifying various departments within the municipality of service delivery issues as they occur. These officers should work closely with other safety agencies, including Neighbourhood Watch organisations. While we need to be able to respond to disasters efficiently and fully, we would also like to focus on preventative work, including preventing the occupation of unsafe land.

WHERE ARE WE NOW?

At this stage, visible law enforcement in Stellenbosch Municipality is not possible at all hours, given serious staff shortages and insufficient specialist equipment, facilities and fleet of vehicles. For example, the municipality's only fire truck equipped with an aerial platform ("cherry picker") is 26 years old and beyond repair. In cases of emergency where this equipment is required, the municipality is reliant on a vehicle from the District Municipality (stored in the Paarl area, and therefore not rapidly deployable in the larger part of Stellenbosch Municipality). Similarly, no impoundment facility for vehicles exists and vehicle testing facilities are inadequate. We have, however, made great progress in integrating the initiatives of various law enforcement agencies – including SAPS, the District Municipality, and Neigbourhood Watch – with that of the municipality.

WHAT ARE OUR FOCUS AREAS?

Our work to establish a safe Greater Stellenbosch focuses on four areas:

- Traffic.
- Municipal law enforcement.
- Fire and rescue.
- Disaster and event management.

WHAT IS OUR STRATEGY?

- Securing adequate permanently employed human resources, facilities and equipment (specifically fleet) to undertake the specialist functions of traffic management, fire and rescue services, and disaster and event management on a "twenty-four seven" basis and comply with legal standards.
- Establishing adequate, integrated law enforcement capacity, present in every ward of the municipality.
- Maintaining and deepening partnerships in relation to safety.

WHAT ARE THE DETAILED OBJECTIVES AND MILESTONES?

FOCUS AREAS AND OBJECTIVES	ACTIVITES	2012/13	2013/14	2014/15	Outer years
9.1. Traffic					
Ensure appropriate traffic patrols and enforcement to ensure safe use of roads "twenty four seven"	• Prepare a plan to bolster the permanent staff establishment to enable "twenty-four seven" shift work • Upgrade the traffic enforcement fleet • Scope, plan and procure equipment for, and implement a new speed law enforcement system	√			
Ensure ppropriate vehicle testing, driver license testing and vehicle impoundment facilities	Scope – with other spheres of government – the provision of: • An appropriate vehicle testing centre	√			

	• A "Grade A" driver license testing facility • A vehicle impoundment facility				
9.2. Municipal law enforcement					
Establish law enforcement staff presence in every part of the municipality	Prepare a business case in cooperation with other agencies to establish an integrated "bobby-on-the-beat" law enforcement system (with a presence in every ward)	√	√		
Provide appropriate security of assets and facilities	Strengthen in-house asset and facility security capacity	√			
Increase and maintain surveillance of key places	• Undertake further CCTV roll-out in key places • Ensure that existing CCTV installations are monitored "twenty-four seven"	√			
Prevent land invasion	Establish dedicated land invasion capacity	√			
9.3. Fire, Disaster and Event Management					
Establish appropriate satellite fire facilities to ensure local responsiveness	Complete the La Motte satellite fire station	√			
Obtain staff to man fire facilities	Employ permanent fire and rescue staff for Franschhoek and La Motte	√			
Ensure appropriate fire and disaster management equipment (specifically a fire truck equipped with an aerial platform)	Procure a new fire truck equipped with an aerial platform	√	√		
Ensure that the Disaster Management Plan is complete	• Undertake a short-term review of the Disaster Management Plan to align with that of the District • Undertake a full review of the Disaster Management Plan	√			
Ensure adequate staff resources to facilitate preventative work (e.g. flood prevention in informal settlements)	Strengthen in-house disaster management staff capacity to undertake preventative work	√			
Establish and maintain partnerships for disaster management	• Establish a Disaster Relief Forum with NGOs and other external stakeholders to assist in the mitigation and relief of disasters • Align internal and external disaster prevention and relief efforts	√			
Ensure safety at major events	• Coordinate all event applications received • Work with the SAPS Events	√	√	√	√

	Committee and coordinate municipal requirements to ensure safety at events				
9.4. Fleet management					
Ensure an appropriately resourced and managed fleet	• Implement a Fleet Management System for an electronic on-road fueling and managed maintenance • Develop a Fleet Systems Policy to streamline fleet processes • Develop a Vehicle Replacement Policy • Appoint two clerks to enhance Fleet management	√			

9. FINANCIAL PLAN

To achieve delivery on the 3rd generation IDP strategic goals, focus areas and objectives it is essential to align the municipal budget with the strategy. The sections below expand on aspects of the Stellenbosch Municipality's medium term financial planning and the extent to which is possible to align the budget to all the priorities of the wards, given our financial constraints and the need to concentrate on basic service delivery.

9.1. INTRODUCTION

The long-term financial viability of municipalities depends largely on:

- The extent to which improved and sustainable revenue capacity can be achieved.
- Sound financial management of its resources.

These imperatives necessitate proper multi-year financial planning. Future impacts of revenue and expenditure streams and the financial implications for the community (i.e. the potential influence on rates, tariffs and service charges) must be identified and assessed to determine the sustainability of planned interventions, programs, projects and sundry service delivery actions.

9.2. CAPITAL AND OPERATING BUDGET ESTIMATES

9.2.1 Budget assumptions

The selected key assumptions relating to this budget are as follows:

- Government grants for years 2012/2013 to 2014/2015 are as per the Division of Revenue Act and Provincial Gazette (capital and operational).
- The inflation rate has been estimated at 5.9% for 2012/2013.
- Growth in the salary and wage bill has been provided for in the budget at 5% cost of living increase as advised in National Treasury Circular 58.
- Increases for the purchase of electricity and water have been estimated at an average of 11.03% and 6% respectively.
- Provision for rates tariff increases is calculated at 5.9% with an additional growth factor of 1.5%.
- Economic services: sewerage and refuse tariffs increases with 9.5% and 8.5%, respectively.

9.2.2 Operating budget estimates

A municipality is a non-profit organisation and it should break even after contributing to the different funds and reserves and meeting normal operating expenses. With the structuring of rates and tariffs both the user-pay principal and full cost recovery are applied. However reliance is placed on economic and trading services to fund the "Rate- and General Services".

	(Previous) 2010/2011 Actuals	(Current) 2011/2012 Budget	Year 1 2012/2013 Budget	Year 2 2013/2014 Budget	Year 3 2014/2015 Budget
Revenue Sources					
Property Rates	185 664 129	185 548 537	199 560 469	210 767 688	222 628 819
Electricity	302 889 832	332 000 650	366 591 962	407 038 415	443 619 685
Water	82 233 025	72 176 958	76 804 669	81 631 900	86 557 430
Sewerage	42 709 376	46 895 700	51 274 115	56 110 390	61 440 920
Refuse	26 949 127	27 936 239	32 933 756	35 732 128	38 768 614
Rental of facilities	11 595 026	13 235 695	14 082 074	14 868 240	15 760 520
Fines	14 061 398	16 474 341	17 299 455	18 164 778	19 254 750
Licences and Permits	4 462 401	4 482 675	4 709 090	4 946 970	5 243 810
Operational grants	60 161 532	65 652 501	60 499 073	47 650 731	51 420 720
Sundry Income	42 958 588	38 439 911	37 816 040	39 979 151	42 385 110
Operating Revenue	773 763 945	802 843 207	861 570 703	916 890 391	987 080 378
Operating Expenditure					
Employee related cost	220,365,784	232,936,934	248,022,052	258,771,691	271,970,068
Remuneration Councillors	6,112,312	12,249,421	12,861,910	13,505,030	14180 310
Depreciation	90,603,456	111,680,710	113,922,270	116,212,510	118,548,710
Finance Charges	3,752,321	7,400,278	11,538,400	12,230,730	13,811,160
Bulk Purchases	173,670,986	223,269,362	252,103,342	285,121,605	322,627,447
Contracted Services	8,164,514	9,874,576	12,075,558	13,154,091	14,029,333
Repairs and Maintenance	48,100,855	57,701,815	62,405,153	68,401,005	72,138,412
Other Expenditure	177,174,670	184,366,679	178,377,767	174,387,450	194,226,143
Operating Expenditure	727 944 898	839 479 775	891 306 452	941 784 112	1 007 351 273
Surplus/(Deficit)	45 819 047	(36 636 568)	(29 735 749)	(24 893 721)	(22 234 669)
Appropriations	36 640 823	36 636 568	29 735 749	24 893 721	22 234 669
Surplus/(Deficit) - Year	82 459 870	0	0	0	0

It should be noted that the above surplus is calculated in terms of the accrual principle and therefore is not 100% cash backed.

9.2.3 Capital budget estimates

	(Previous) 2010/2011 Actuals	(Current) 2011/2012 Budget	Year 1 2012/2013 Budget	Year 2 2013/2014 Budget	Year 3 2014/2015 Budget
Funding Sources					
Capital Replacement Reserve	51,570,807	86,090,400	82,074,000	84,602,000	95,057,050
Grants Provincial	10,097,752	31,037,725	31,014,223	31,362,000	33,415,000
Grants National	18,536,966	25,955,000	39,220,000	36,815,000	48,365,000
External Loans	25,006,098	59,335,302	23,777,248	69,142,000	65,700,000
Developers Contributions	4,292,212	5,514,400	10,963,220	-	-
Other	3,712,498	2,170,729	1,995,000	1,222,000	0
Total Funding Sources	113,216,332	210,103,557	189,043,691	223,143,000	242,537,050
Expenditure					
Municipal Manager	49,854	60,000	-	-	-
Planning & Development	5,593,575	32,894,392	40,592,223	80,466,000	80,515,000
Community Services	9,049,106	7,060,676	4,459,000	4,582,000	2,775,000
Public Safety	1,690,556	2,826,000	3,595,000	500,000	500,000
Engineering Services	94,794,758	164,237,489	137,592,468	135,725,000	156,677,050
Strategic & Corporate Services	275,000	455,000	375,000	0	0
Financial Services	2,070,000	2,570,000	2,430,000	1,870,000	2,070,000
Capital Expenditure	113,216,332	210,103,557	189,043,691	223,143,000	242,537,050

NB: The external loan funding for year 2 and 3 is not secured yet. Envisaged to take

9.3. FINANCIAL MANAGEMENT ARRANGEMENTS

For the effective and efficient financial management of the municipality, all role-players, inclusive of the Municipal Councillors, must provide an environment conducive to good management. Local Government legislation and National Treasury circulars articulate and provide regulatory structure. Council and officials define this environment by developing and accepting policy guidelines to govern financial decision-making.

The management arrangements of Stellenbosch Municipality are reflected in the following policy documents:

DOCUMENT	PURPOSE	STATUS
Delegation Register	To provide for administrative, managerial and institutional arrangements in respect of the delegation of responsibilities.	In place
Credit Control and Debt Collection Policy	• To establish consolidated, sound and practically executable credit control measures to be applied in respect of all property owners and consumers. • To regulate the actions pertaining to arrear accounts, including extensions granted, written arrangements to pay-off arrears, the monitoring thereof and legal actions associated with unpaid accounts	In place
Indigent Policy	To subsidise indigent households with a specified level of income enabling them to pay for a basic package of municipal service.	In place
Irrecoverable Debt Policy	To provide a framework for the writing off of irrecoverable debt, in order to ensure that Council is in a position where it is not carrying debt which has prescribed or which is irrecoverable on its books.	In place
Tariff Policy	To provide a framework to determine rates and tariffs to finance expenditure.	In place
Rates Policy	To ensure that all the stipulation of the Municipal Property Rates Act are effected administratively and also lay-out and stipulate all the requirements for rebates for all qualifying property owners.	In place
Special Rating Areas Policy	The aim of the policy is to strike an appropriate balance between facilitating self/funded community initiatives that aim to improve and/or upgrade neighbourhoods.	Draft format
Supply Chain Management Policy	To provide a system of procurement that gives effect to the principles of: • Fairness • Equity • Transparency • Competitiveness • Cost effectiveness	In place
Investment Policy	To regulate and provide directives in respect of the investment of funds.	In place
Borrowing Policy	To establish a borrowing framework policy for the Municipality and set out the objectives, policies, statutory requirements and guidelines for the borrowing of funds.	Draft format
Asset Management Policy	To ensure that all aspects of assets from requisition to disposal are met	In place
Budget Policy	The policy sets out the budgeting principles which Stellenbosch Municipality will follow in preparing each annual budget. The policy aims to give effect to the requirements and stipulations of the Municipal Finance Management Act and Municipal Budget and Reporting Framework in terms of the planning, preparation and approval of the annual and adjustments budgets. The framework for virementations is also explained in this policy.	In place
Funding and Reserves Policy	The policy provides a framework to ensure that the annual budget of Stellenbosch Municipality is fully funded and that all funds and reserves are maintained at the required level to avoid future year non cash backed liabilities. The policy aims to give effect to the requirements and stipulations of the Municipal Finance Management Act and Municipal Budget and Reporting Framework.	Draft format

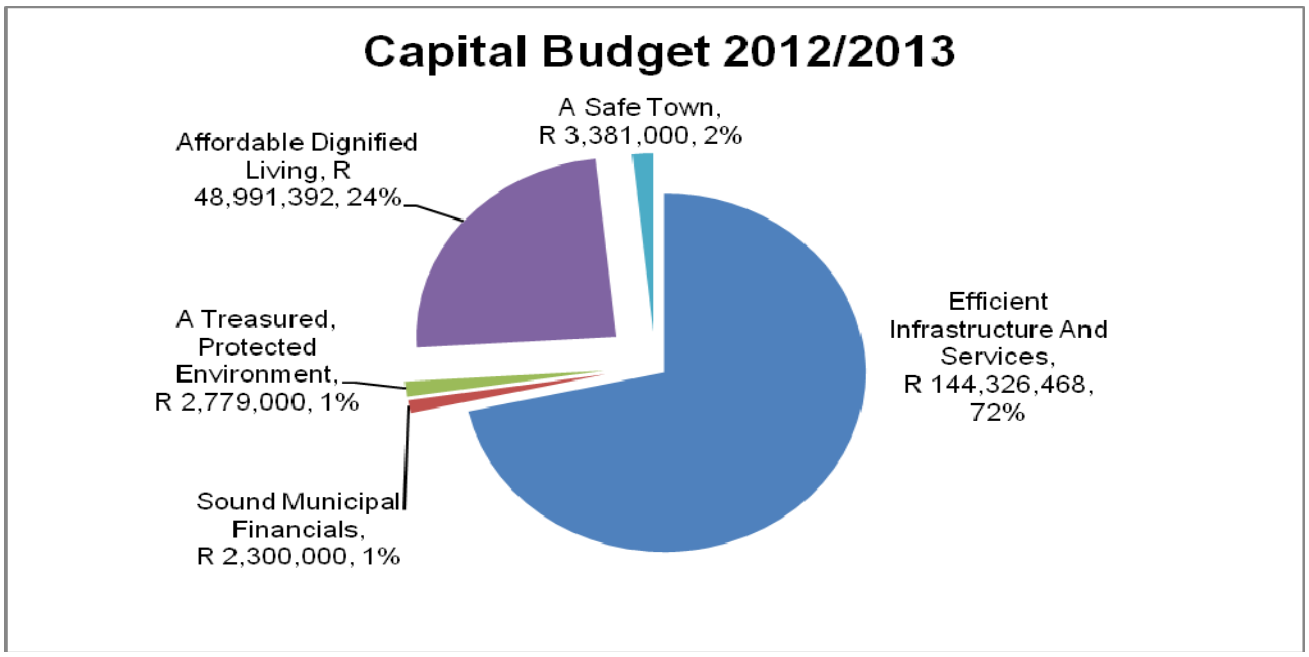
9.4. FINANCIAL STRATEGIES AND PROGRAMS

The optimal use of available resources, the maximum raising of revenue and the sustainable delivery of services are the key elements to a successful financial strategy. The Municipality has developed and implemented various strategies in this regard with the following table summarising key strategies:

STRATEGY	CURRENTLY IN PLACE
Revenue raising strategies	• Extension of the Pre-paid electricity meters programme • To bring pre-payment meter vending points within close proximity of all consumers • To ensure optimal billing for services rendered and cash collection • To ensure effective credit control and debt collection • In the structuring of tariffs, continue with the user-pay principal and full cost recovery • Revaluation of all properties as per the Municipal Property Rates Act, at market-related values. • Outsourcing of pay-point facilities.
Asset management strategies	• Completed process of unbundling all infrastructure assets and compiling a new improved asset resister. • Conducting audits on all moveable assets of the organisation. • To improve the over-all management of fixed property
Financial management strategies	• Continued cash flow management • Outsourcing of pay-point facilities.
Capital financing strategies	• Continued sustainable use of Own Financial Sources (CRR) • Use of bulk service contributions to fund extensions • Accessing national and provincial funding through proper requests, business plans and motivations. • Leveraging of private finance
Operational financing strategies	• To introduce free basic services within the limits of affordability • Implementation of proper tariff structures for all the services. • "Economic-"and "Trading Services" being cost reflective.
Strategies that would enhance cost-effectiveness	• Investigation into possibilities for utilising new technology to save costs • Implementation of new systems/equipment acquired to address capacity shortages • Implementation of electronic bank reconciliation.

9.5. MEDIUM TERM CAPITAL EXPENDITURE

The proposed Capital Expenditure per Strategic Goal over the medium term is illustrated in the table below.



9.6. MEDIUM TERM OPERATIONAL EXPENDITURE

The proposed Operational Expenditure per Strategic Goal over the medium term is illustrated in the table below.

Operational Expenditure	2012/2013	%	2013/2014	2014/2015
1. A Leader In Governance, Partnership And Citizen Participation	64,095,135	7.30%	68,001,694	70,285,133
2. A Skilled And Customer Focused Administration	5,230,650	0.60%	4,545,147	4,703,289
3. Sound Municipal Financials	37,888,145	4.32%	39,786,616	39,014,877
4. A Treasured, Protected Environment	15,472,883	1.76%	16,614,442	17,563,896
5. Responsible Spatial And Development Management	15,584,887	1.78%	16,254,480	16,955,000
6. Fostering Opportunity For Enterprise, Creativity And Business Development	6,614,554	0.75%	6,932,551	6,763,807
7. Affordable Dignified Living	105,133,280	11.98%	109,540,948	114,446,129
8. Efficient Infrastructure And Services	562,792,141	64.13%	612,015,412	666,588,846
9. A Safe Town	64,731,608	7.38%	68,092,822	71,608,218

9.7. MEDIUM TERM OPERATIONAL REVENUE

The proposed Operational Revenue per Strategic Goal over the medium term is illustrated in the table below.

Operational Revenue	2012/2013	2013/2014	2014/2015
1. A Leader In Governance, Partnership And Citizen Participation	(983,390)	(1,031,508)	(1,088,380)
2. A Skilled And Customer Focused Administration	-	-	-
3. Sound Municipal Financials	(244,256,245)	(257,980,865)	(272,795,839)
4. A Treasured, Protected Environment	(2,683,559)	(2,022,290)	(2,143,650)
5. Responsible Spatial And Development Management	(3,228,926)	(3,402,434)	(3,613,400)
6. Fostering Opportunity For Enterprise, Creativity And Business Development	(421,486)	(444,488)	(471,160)
7. Affordable Dignified Living	(55,967,032)	(48,827,406)	(51,448,460)
8. Efficient Infrastructure And Services	(599,929,037)	(645,797,990)	(710,205,289)
9. A Safe Town	(24,343,251)	(25,560,410)	(27,094,200)

10. IDP IMPLEMENTATION, MONITORING AND REVIEW

10.1. DETAILED SERVICE DELIVERY PLANS

In parallel with completion of the 3rd generation IDP work has commenced to prepare the Service Delivery Business Implementation Plans (SDBIPs) for the 2012/13 budget year for the different functional areas and directorates of the municipality. The SDBIPs will unpack the IDP strategic goals, focus areas and objectives into more detailed programmes, projects, budgets, and performance targets and measurement criteria.

10.2. PROJECT PRIORITISATION

In the prioritisation of programmes and projects to be included in the SDBIPs, the following criteria will be applied:

- The extent to which the programme or project demonstrates measurable support for the strategic goals, focus areas and objectives of the 3rd generation IDP (as aligned to global, national, provincial and district policy directives).
- The location of the project in relation to previously disadvantaged areas and/or the extent to which such areas will benefit from the project.
- The clear identification of beneficiary communities and the expected positive impacts on beneficiary communities.
- The extent to which the project will support other programmes and/or projects of the municipality and its service delivery partners.
- The extent to which the project supports the EPWP.
- The extent to which the project is intended to enhance a previous project, extends a previous project, or completes an incomplete project.
- The extent to which the project is supported by other funding allocations, or supports such allocation to provide for richer, more integrated human settlement outcomes or accelerated delivery.
- The extent to which future operational resources for the project has been secured (including both human and financial resources).
- The extent to which prerequisite land planning, and associated statutory land and environmental processes are in place or have been completed.
- The extent to which detail project milestone and cash-flow planning, and processes for procuring resources are completed and/or highlighted.

10.3. IDP REVIEW

As required in terms of the Municipal Systems Act, the 3rd generation IDP will be reviewed annually.

10.4. EFFECTIVE COMMUNITY PARTICIPATION

As indicated in part 4 of the IDP it has become experience in most municipalities that public participation related to IDP preparation largely raises issues related to the immediate living environment of citizens. Experience in future-focused, cross cutting strategy development with

citizen participation is less developed. Many of the issues raised by citizens are therefore not of a long-term or strategic nature, and would be addressed more specifically in the Service Delivery Business Implementation Plans (SDBIPs) of specific functional units of the municipality. Given the relationship between SDBIPs and the IDP, detailed issues are nevertheless reported in this section.

To ensure adequate addressing of both local and town-wide issues in service delivery and IDP preparation, the municipality intends to introduce new processes during the 2012/13 business year which:

- Engages ward committees in a structured manner on both strategic planning and service delivery issues.
- Schedules special engagements on the IDP/policy issues.
- Records and forwards ward committee issues on service delivery issues to the administration.
- Monitors the administration's performance on addressing service delivery issue.

Specific measures considered are:

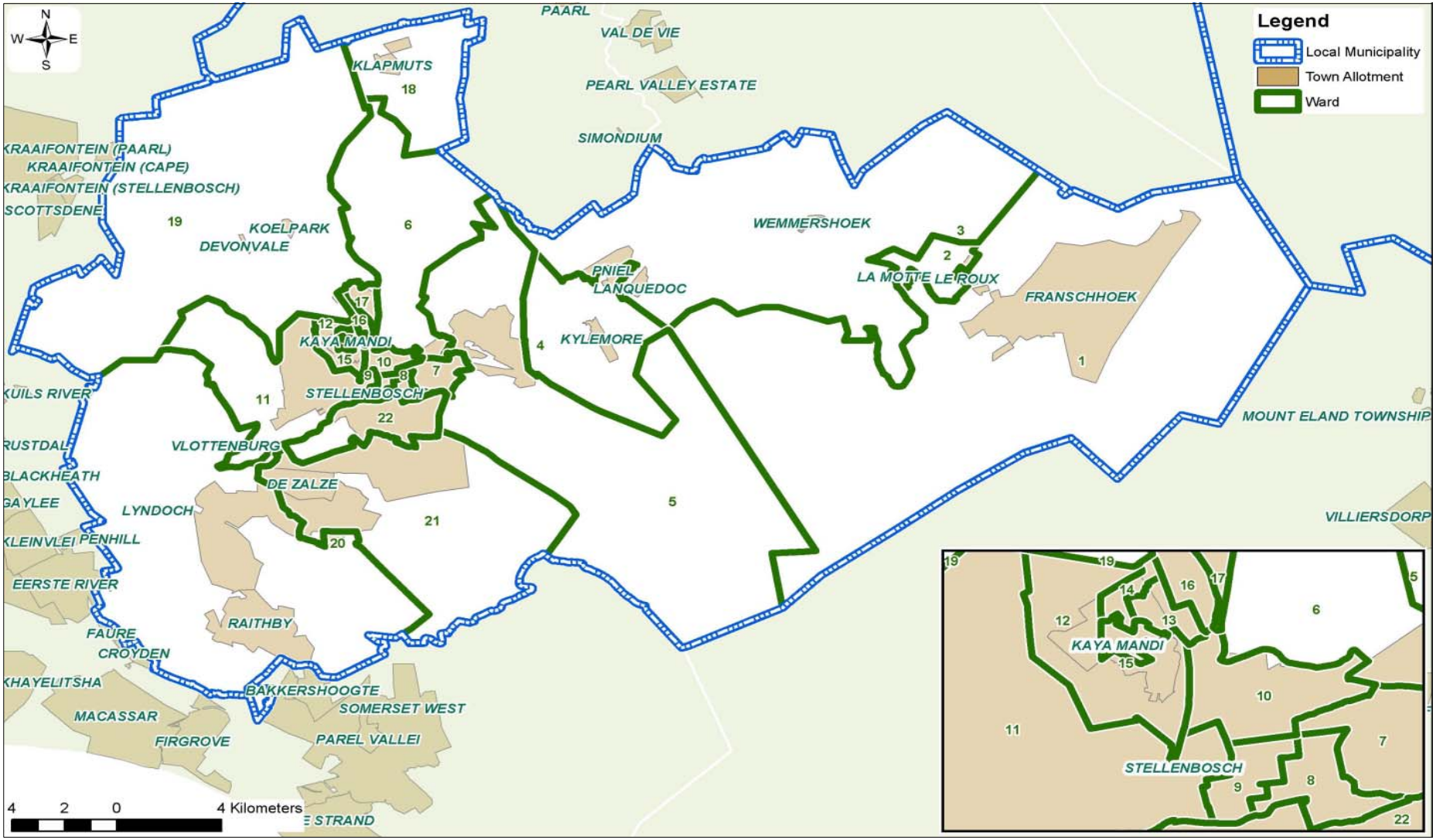
- Allocating each of the four public participation officials in the municipality to a region (comprising a number of wards).
- Ensuring that each region's public participation official (and community workers similarly allocated to regions) attend all ward committee meetings.
- Preparing a standard "issue" sheet to be completed after the ward committee meeting for distribution/attention to relevant officials within the administration.
- Ensuring that the IDP office use issue sheets from ward committees to enhance ward-based needs analysis associated with the IDP.
- Ensuring that the IDP office complete a process of ward planning for every ward during the 2012/13 business year for incorporation into the 2013/14 IDP (ward planning should draw on volunteer professionals throughout the organisation).
- Ensuring that ward plans indicate the planned use of R150 000 ward allocations as well as other municipal service delivery programmes/ projects.

In addition to the above participation measures, the municipality will:

- Continue with structured town meetings to discuss strategic town-wide issues related to service delivery.
- Engage with the District Municipality to ensure that town-wide issues are discussed in an inter-governmental manner, where joint meetings are held with the different spheres of government present.

APPENDIX 1:

WARD BOUNDARIES



APPENDIX 2:

COUNCILLORS

WARD COUNCILLORS

Surname	Full names	Party	Ward
Frazenburg	Aldridge Rodger	DA	1
Ntsunguzi	Nombulelo	ANC	2
August	Nicholas Matthys	DA	3
Johnson	Malcolm Claude	DA	4
Joubert	Donaven David	DA	5
Mcombring	Nateshia Eleanor	DA	6
Retief	Pieter Jakobus	DA	7
Smit	Quintin	DA	8
Smuts	Martin Gideon	DA	9
Du Toit	Rozette	DA	10
Serdyn	Johanna Petronella	DA	11
Mananga-Gugushe	Nokuthula	ANC	12
Gcaza	Nomthunzi	ANC	13
Sitshoti	Phelisa	ANC	14
Ronoti	Lindela	ANC	15
Fernandez	Valerie	DA	16
Biscombe	Paul William	DA	17
Louw	Sophie Jacobina	DA	18
Hendriks	Jan Karel	DA	19
Crombie	Ansaaf	DA	20
Maree	Elizabeth Lauretta	DA	21
de Villiers	Leon	DA	22

PROPORTIONAL COUNCILLORS

Surname	Full names	Party
Arends	Deon Simon	ACDP
Moses	Christina	ANC
Swakamisa	Lizzie Nobathembu	ANC
Davids	Jacobus Andre	ANC
Ngcofe	Melken Mongameli	ANC
Jooste	Sandra	ANC
Nalumango	Ronalda Schivonne	ANC
Bergstedt	Hillary Cathrine	COPE
Sidego	Conrad Johannes	DA
Venter	Pieter Jakobus	DA
Mdemka	Leonarah Xoliswa	DA
Fourie	James Stephen Andrew	DA
Botha	Dawid Christo	DA
Jooste	Cyril Peter	DA
Jindela	Nyaniso	DA
Pretorius	Willem Johannes	DA
Williams	Jerome Jakobus	NPP
Hendrickse	Derek Arthur	SCA
Qotywa	Khuthala Eunice	SCA
Wanana	Midasi	SCA
Adams	Franklin	SPA

APPENDIX 3:

ALIGNMENT OF STRATEGIC GOALS

The table below illustrates alignment between the Stellenbosch Municipality's strategic goals and important global, national, provincial and district level strategic goals. The numbers in brackets indicate the sequence in which goals are presented in the different base documents.

Stellenbosch Municipality	Millennium Development Goals	National Strategic Outcomes	National Planning Commission	Western Cape Provincial Government Strategic Plan	Winelands District Municipality*
A leader in governance, partnership and citizen participation	Create a global partnership for development with targets for aid, trade and debt relief (8)	• A responsive, accountable, effective and efficient local government system (9) • Create a better SA and contribute to a better and safer Africa and World (11) • An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship (12)	• Build a capable state (7) • Fight corruption (8) • Transformation and unity (9)	• Increasing social cohesion (8) • Integrating service delivery for maximum impact (10) • Building the best-run regional government in the world (12)	
A skilled and customer focused administration	Promote gender equality and empower women (3)	• A skilled and capable workforce to support an inclusive growth path (5) • A responsive, accountable, effective and efficient local government system (9)	• Education and training (5) • Build a capable state (7) • Fight corruption (8)	• Integrating service delivery for maximum impact (10) • Building the best-run regional government in the world (12)	• Improving and expanding service provision to all communities (3) • Ensuring an institutional framework that fosters co-operative governance (6)
Sound financials		A responsive, accountable, effective and efficient local government system (9)	• Build a capable state (7)	Building the best-run regional government in the world (12)	
A treasured and protected environment	• Eradicate extreme poverty and hunger (1) • Ensure environmental sustainability (7)	• Environmental assets and natural resources that are well protected and continually enhanced (10)	• Transition to a low-carbon economy (3) • Transform urban and rural spaces (4)	Mainstreaming sustainability and optimizing resource-use efficiency (7)	
Responsible development management		• Vibrant, equitable and sustainable rural communities with food	• Transition to a low-carbon economy (3) • Transform urban and rural	• Developing integrated and sustainable human settlements (6)	• Access to adequate land and affordable housing (2) • Developing and maintaining

		security for all (7) • Sustainable human settlements and improved quality of household life (8)	spaces (4)	• Mainstreaming sustainability and optimizing resource-use efficiency (7) • Creating opportunities for growth and development in rural areas (11)	the CWDM's landscape and environment through sustainable and efficient land use planning (5)
Opportunity for enterprise, creativity and business development	Eradicate extreme poverty and hunger (1)	Decent employment through inclusive economic growth (4)	Create jobs (1)	• Creating opportunities for growth and jobs (1) • Creating opportunities for growth and development in rural areas (11)	Stimulating and growing the economy for increased regional economic output and decreased unemployment (1)
Dignified living	• Eradicate extreme poverty and hunger (1) • Achieve universal primary education (2) • Promote gender equality and empower women (3) • Reduce child mortality (4) • Improve maternal health (5) • Combat HIV/Aids, Malaria and other diseases (6)	• Improved quality of basic education (1) • A long, healthy life for all South Africans (2)	Provide quality health care (6)	• Improving education outcomes (2) • Increasing wellness (4) • Developing integrated and sustainable human settlements (6) • Increasing social cohesion (8) • Reducing poverty (9)	Access to adequate land and affordable housing (2)
Efficient infrastructure and services		An efficient, competitive and responsive economic infrastructure network (6)	Expand infrastructure (2)	• Creating opportunities for growth and jobs (1) • Increasing access to safe and efficient transport (3) • Mainstreaming sustainability and optimizing resource-use efficiency (7)	Improving and expanding service provision to all communities (3)
A safe town		All people in SA are and feel safe (3)		Increasing safety (5)	Promoting a safe environment (4)

* *Drawn from 2009/ 10 CWDM Annual report*

APPENDIX 4:

KEY CONTACT INFORMATION RELATED TO SERVICE DELIVERY

General:	021 808 8111 (08:00 - 16:30 week days)
Municipal 24 Hours Emergency line for all departments:	021 808 8890 (week days and over weekends)
Water Services:	021 808 8230 or 021 808 8231 (08:00 - 16:15 week days)
Electricity:	021 808 8300 (08:00 - 16:15 week days)
Sewerage:	021 808 8250 (08:00 - 16:15 week days)
Fire & rescue:	021 808 8888 or 021 808 8890 (24 hours)
Law Enforcement:	021 808 8890 (24 hours) *This is not an emergency number for the South African Police Service*
Environment, Sport & Facilities:	021 808 8160 or 021 808 8161 (08:00 - 16:15 week days)

Traffic Department:

Control Room:	021 808 8813 or 021 808 8800 (8:00 - 16:15 Monday - Friday)
Vehicle Registration:	021 808 8807 or 021 808 8808 (8:00 - 15:30 Monday - Friday)
Parking Metres:	021 808 8841 (8:00 - 15:30 Monday - Friday)
Learner's Licence Appointments:	021 808 8822 (Monday, Tuesday, Thursday [8:00 - 15:00] and Fridays [8:00 - 13:00]) *Bring: Identity Document photos x2, R68-00, Identity document*
Licences:	021 808 8822 (Monday, Tuesday, Thursday [8:00 - 15:00], Fridays [8:00 - 14:00]) *Bring: Identity Document x2, R135-00, Identity Document, Learner's License*
Licence Renewals:	021 808 8822 or 021 808 8807 021 808 8808 (Monday - Thursday [8:00 - 15:00] and Fridays 8:00 - 13:00])
Traffic fine enquiries & payments:	021 808 8816 or 021 808 8817 (Monday – Friday 08:00 – 15:30) Cash can only be accepted at the Traffic department Bring the traffic fine and the amount that is outstanding A cheque, together with the fine or fine reference number, can also be posted to: Stellenbosch Municipality 1 Joubert Street, Stellencosch, 7600